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Vocational Education in the Hotel Business

*A Report to
The American Hotel Association
of the
United States and Canada*



By L. S. HAWKINS
Representing the
Federal Board for Vocational Education

JAN 16 1931

APR 20 1931

MAR 17 1933

JUN 20 1933

MAY 7 1936

SEP 21 1943

JUN 1 1947

MAY 20 1947

OCT 24 1947

MAR 30 1960

APR 11 1963

SEP 30 1974

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Vocational Education in the Hotel Business

*A Report to
The American Hotel Association
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United States and Canada*

By L. S. HAWKINS
Representing the
Federal Board for Vocational Education

AMERICAN HOTEL ASSOCIATION

of the United States and Canada

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**PART. I. GENERAL REPORT AND RECOMMEN-
DATIONS TO THE SUBCOMMITTEE OF SEVEN**

Foreword

The American Hotel Association has for a long time been interested in the question of training employees for the hotel and restaurant business. A committee of twenty-one, called the National Hotel Institute and Research Bureau Committee, was appointed to consider this problem. A subcommittee of seven was authorized to make preliminary investigations relative to the establishment of a National Hotel Institute and Research Bureau and report back to the committee of the whole. This subcommittee requested the co-operation of the Federal Board for Vocational Education.

At a conference held in Chicago, Monday, December 20, 1920, Layton S. Hawkins, representing the Federal Board met with the subcommittee of seven and arrangements were made to make an investigation and analysis of the need, requirements, and possibilities of establishing a system of hotel and restaurant vocational training.

The Federal Board agreed to make the study without cost to the association, provided the association would secure the co-operation of the hotel men to the extent that all the information and facilities of the hotels would be available.

The Federal Board has made this study under authority of the Vocational Education Act, approved February 23, 1917. This act states that it shall be the duty of the Federal Board for Vocational Education to make or cause to have made studies, investigations, and reports, with particular reference to their use in aiding the states in the establishment of vocational schools and classes and in giving instruction in agriculture, trades and industries, commerce and commercial pursuits, and home economics. Such studies, investigations, and reports to include trades, industries, and apprenticeships, trade and industrial requirements upon industrial workers, and classification of industrial processes and pursuits; commerce and commercial pursuits and requirements upon commercial workers; home management and domestic science and the study of related facts and principles.

There is submitted herewith a report of the study made by the Federal Board and recommendations to the American Hotel Association based upon the findings of the investigation. This investigation was carried on under the direction of Layton S. Hawkins, Assistant Director for Vocational Education. The material pertaining to the housekeeping department was prepared by Mrs. Anna L. Burdick, Agent for Trade and Industrial Education for Girls and Women; the material in parts III-VII pertaining to the front end of the house and management control, was prepared by C. E. Hostetler, Supervisor of Commercial Training; A. K. Snyder, Training Officer in the New York City local office, was given the responsibility for preparing the material relating to the back of the house. He prepared the material relating to the steward's and dining room departments, and was assisted by John Beckingham in securing information for the engineering report and by Mrs. Kathleen Crowley on the kitchen report.

The evaluation of this material and the recommendations resulting therefrom are presented as the unanimous opinion of a committee consisting of Mr. Hawkins, Mrs. Burdick, Mr. Snyder and Mr. Hostetler.

Importance of the Hotel Business

From the standpoint of the numbers engaged in the industry, the hotel business is one of the foremost in America. The exact number of hotel and restaurant establishments and the number of employes engaged therein is not a matter of record. The 1910 census shows that there was a total of 64,504 hotel keepers and managers, 50,269 of which were males and 14,235 females; in addition there were listed 60,832 restaurant, cafe, and lunchroom keepers, 50,316 of whom were male and 10,516 female.

The problems connected with the conduction of this business are nationwide, since even the smallest town contains at least one hotel, restaurant, cafe or lunchroom. From this standpoint the business reaches every city and village in the United States. There has been a great increase in the volume of this business during the past ten years. We are, as a nation, coming more and more to use the apartment house and hotel as a place of abode. Due to various reasons, we are more and more getting our meals in hotel dining rooms, restaurants and cafes. All this means that to a greater and greater extent, hotels and restaurants are becoming entrusted with the health and comfort of the nation, in so far as food and shelter are concerned. The question of the training of those who are in service in these places then is of increasing national concern. It is safe to say that no other single business is of more vital concern to the welfare and comfort of the American public than is the hotel and restaurant business.

Recent Developments Affecting the Hotel Business.

It is a long step of development from the old wayside inn to the modern hotel, planned, constructed and equipped to furnish the necessities and comforts of the traveler. The simple hostelry of "ye olden time" was a miniature business conducted along simple home like lines. The modern hotel is a highly complex organization involving great elaboration of all the old and simple home making arts, modern industry and industrial appliances, commercial organization and business methods, and even in some instances, extensive agricultural enterprises.

The training and development of the personnel in this business has not kept pace with the development of the business. The range of occupations in hotels and restaurants has increased apace. The duties connected with these various occupations require of employes superior intelligence and skill if the business is to satisfactorily cater to the demands of the public. There is need for practical experience and training to meet a multiplicity of demands. In the larger organizations it is becoming increasingly difficult to establish and maintain an organization which will be uniformly loyal to the management, courteous to the public, and contented and satisfied with the opportunities presented in the business.

The National Prohibition Act was passed while we were in the midst of a great war. Many hotels and restaurants had depended upon the income from the bar to make up financial deficiencies in other branches of the business. The increase of prices in all other lines during the war afforded the hotels an opportunity to tide over the loss of income from the bar by increasing dining room and room rates. The time has now come when the lowering of prices in other lines of business requires a reduction in the prices that the hotels charge the public or a better service for those prices. One of the ways in which the hotels may meet this demand without suffering financial loss is through a better organization of the business, better service, better trained employes, and a study of the business through

a national association which will lead to improved methods of conducting the business, economies in management, and a more satisfactory service.

There has been and is an increasing number of small restaurants and cafeterias organized on the self-service idea. If hotels and restaurants giving service are to retain their business and successfully compete with them, the service must be bettered and the service idea instilled into the organization.

As the hotel business has developed, and extended, it has become increasingly important that the manager be a man of large business affairs. It is desirable, of course, that he know thoroughly, and be experienced in hotel work. It is manifestly impossible, however, for him to have had experience in every phase of work included in the modern hotel.

The manager must then become increasingly dependent upon competent department heads, such as the housekeeper, chief engineer, chief clerk, steward, chef, headwaiter, or maitre d'hotel; that is, dependent in so far as the detail, knowledge, and management of the department is concerned. The successful hotel, like the industrial plant, is organized on the line and staff principle with large responsibilities fixed upon the staff members. It becomes increasingly important then that these heads of departments be trained not only in the technique of the department, but in the supervision and instruction of employes and in the management features connected with the running of the department.

Importance of Vocational Education to the Hotel Business and to the Public

At the present time the first-class hotels and restaurants of this country have four sources from which to secure trained workers:

1. Foreign countries from which large numbers of chefs, cooks, stewards, head waiters, and waiters are secured.
2. Third and fourth rate hotels and restaurants which take in green help and give them initial experience which they use as a basis for getting a job in another hotel or restaurant of a little better grade.
3. Hotels which give incidental training to workers taken in and trained on the job by a department head or an assistant.
4. Centers of organized training where specific instruction is given to prepare green workers for hotel jobs.

Practically all of the trained hotel employes are secured from the first two mentioned sources. All the information at our command indicates that especially in the case of the kitchen and dining room, the first mentioned source of supply has produced by far the better trained and more capable workers than the second source. The principal reason for this is, that the foreign countries are still able to maintain a well regulated system of apprenticeship. The supply of foreign trained workers in the hotel business is lessening and our American hotels are becoming increasingly dependent upon the second source of supply. It is the opinion of the committee that the great problem before the American Hotel Association, the

hotels of the country, and the public in general, is to organize and develop opportunities for training inside the hotel business itself, for those who have entered upon the work of the hotel and to develop also organized training facilities for those who have had no experience in the business, but desire to take it up.

There seems to be almost unanimity of opinion among hotel proprietors and managers that a better trained personnel is desirable and almost absolutely necessary. While the public in general is interested and a large number of them directly affected, it is of vital concern to the hotel managers and proprietors themselves. It will, therefore, probably be necessary for the hotel association to at least make the initial movement in the establishment of a training system for the hotel business.

As long as the majority of hotels maintained a bar, society in general, and rightly so, considered that the moral hazard connected with working in a hotel was very great. It has undoubtedly kept many bright, intelligent, and progressive young men and women out of the hotel business. With the coming of prohibition and the passing of the bar there is an opportunity for the hotel men to make the business attractive and worth while to these young men and women. As the hotel men pay more attention to training and promotion of deserving employes, there will be greater inducement to capable young people to enter the business. Such opportunities for training and promotion will also lessen the turnover of labor and consequently lessen the cost of operation. Opportunities for promotion and permanency of employment in desirable positions, coupled with a fairly good initial wage, attracts the better classes of young people to a business.

National and State Financial Support for Vocational Education

Through an Act of Congress, approved by the President, February 23, 1917 (now known as the Vocational Education Act or the Smith-Hughes Act), the United States has established the principle that the Nation as a whole has a share of the responsibility for the vocational education of persons who have entered upon or who are preparing to enter upon a trade or industrial pursuit, the work of the farm or home, and for the preparation of teachers of such classes. At the same time, the principle is established in this act that direct responsibility for carrying on the work of vocational education rests upon the States. This act does not provide for any direct organization or immediate direction of vocational education by the Federal Government or its agents, but does provide substantial financial assistance to the States for the promotion of vocational education. All forty-eight of the States have accepted the provisions of this act and set up an organization in the State for carrying on a program of vocational education.

State and local moneys in sufficient amount to match the Federal moneys are available in each state. The state board for vocational education, which administers this work in a state co-operates in

turn with the local boards of education and local schools. In practically every city and village in the United States there is the possibility of organizing classes for persons desiring to enter or who have entered upon the various trades connected with the hotel business. These possibilities cannot be realized, however, until the business itself is in a position to initiate programs, provide facilities for work and make adjustments inside of the business which will make for active co-operation with the schools. Even with such a development there will be educational work left which can be done only by and within the hotels themselves, either as individuals or working in groups and associations.

In order that a state may receive Federal money for vocational education a state plan must be submitted to and approved by the Federal Government. The act contains specific provisions concerning approval of schools that are to receive Federal aid. The general provisions governing the extension of such aid are:

1. All schools or classes must be under public supervision or control.
2. The controlling purposes must be to fit for useful employment or supplement the employment in which the person is engaged.
3. All instruction must be of less than college grade.
4. All pupils must be over fourteen years of age.
5. For every dollar of Federal money expended the State or local community or both must expend an equal sum for the same purpose.
6. Federal moneys may be expended only for the salaries of teachers and for the maintenance of teacher-training including supervision.

Notwithstanding the fact that very little attention has been paid to the promotion of classes for hotel employes, such classes have been formed and successfully operated by local school organizations. If through the Federal and State agencies public schools should be stimulated and through the American Hotel Association and local hotel associations the hotel should be stimulated, there is no doubt but that much effective work could be done and successful classes organized and conducted.

It cannot be hoped, however, that public school organizations will ever supply the initial training for entrance into the hotel business, nor can they be expected to do very much in the improvement of those already in hotel service, until such time as the National and local organizations of hotel men, as well as their employes, recognize the necessity for and value of training. Neither can the public school authorities be expected to do very much in this field until such time as there is available well worked out courses of instruction, or at least the content for such courses, and a cordial disposition on the part of the hotel people to co-operate in such training.

On the other hand, it seems to be a well established principle that the public cannot develop special programs of vocational education for particular industries unless from within that industry there is an organized attempt to provide the body of information needed as a training content and to keep the members of the organization alive to the necessity for providing trained workers in and for the good of the business as a whole.

Vocational Education Under Private Support and Control

Many vocational schools and classes are supported either in part or wholly by national or local trade organizations. Many individual industries employ educational directors and conduct vocational schools and classes. In the hotel field there have been a few vocational enterprises supported and controlled by private organizations. The New York City Hotel Association maintains a course in stewarding which has been discontinued. In Portland, Ore., three or four local hotels co-operated in training women for pantry service during the war. The instruction was given at the Benson Polytechnic High School. The Harvey System maintains a training course for its prospective employes. The Clifford Lewis Training School maintains correspondence courses and resident courses for hotel employes in Washington, D. C.

The committee has not attempted to secure a complete list of such enterprises and cite the above only as examples.

Several institutes for the training of hotel employes are maintained in Europe, notably the International Institute for the Education of Hotel People at Dusseldorf, and the Hotel School at Cour near Lausanne, Switzerland. These latter schools get their support partly from the government and partly from private sources.

This whole question of the responsibility of the public and the responsibility of the industry itself for training employes is a most perplexing one, but the principle seems to be well established in the United States that Federal moneys should not be appropriated for the assistance of any educational enterprises except those under public supervision and control.

The Scope and Purpose of This Survey

It should be understood in the beginning that the analyses contained in this report do not in any sense comprise a complete job analysis, such as would be used for determining the content of a course or courses of instruction. It should also be noted that this survey does not and was not intended to cover a large number of hotels, but rather to include an analysis of typical hotel occupations.

The analysis of the occupations of each department represents a composite of the occupations in five or six different hotels. No two hotels have exactly the same names for the payroll jobs, the same assignment of duties, or delegation of responsibilities. Occupational responsibility rather than the payroll job determines whether or not training is feasible and what kind of training should be given. The analysis of the requirements of the various occupations has been made in order that the committee might have a concrete background on which to base their opinions as to whether or not training would be feasible for certain of these occupations, and if so, what form of training. It is considered that vocational training is of benefit to a business and the employes of that business.

1. If any group of individuals in the business can be benefited by being trained to do their present jobs better, or to fill other jobs in advance of the ones they are now holding.
2. If it can be shown that as a result of vocational training the business can be conducted more economically, by reducing the overhead charge due to lack of training, inefficient methods of training or labor turnover.
3. If it can be shown that as a result of vocational training better service is rendered and consequently a better business built up.
4. If it can be shown that as a result of vocational training there is a better co-ordination and co-operation between the department heads and management on the one hand and employees on the other, and consequently a more efficient organization maintained.

Groups to Be Trained

Classified on the basis of whether or not the members of the group have had experience in the occupation for which training is to be given, instruction may be classified as occupational preparatory or occupational extension. Those working in the trade and industrial education field speak of these two classes as trade preparatory and trade extension. These terms are simpler and more commonly used than occupational preparatory and occupational extension. They will therefore be used in this discussion.

Trade preparatory instruction assumes little or no background of experience in a given occupation on which to base the instruction for that occupation. Good trade preparatory work, however, must be accompanied by concrete demonstrations and an opportunity to gain sufficient experience to understand and apply the theory taught. The experience is given as needed in kind and amount. Where those being instructed are not engaged in regular employment but have their time free for instruction, a comparatively short period is sufficient for training in most of the minor occupations of any industry or business, provided that those being trained are possessed of average intelligence and have a general elementary education.

For example, instruction for dining room service might be given to a group of girls who have had no experience in waiting on table. Tables, linen, silverware, glasses and even orders of food might be available for demonstration and practice. Instruction might be given as to personal appearance of the waitress, approach to the guests, taking the order, serving the order, carving and serving meats, serving salads and dressings, serving desserts, conservation of food, care of table, linen, silver, and glassware. Various table set-ups and other instructions might be given. But even under the most favorable conditions members of such a group would not be expected to become first-class waitresses except through experience on the job. It is evident, however, that such preliminary training given under competent instructors would make a good beginner at waiting.

It is almost, if not quite, impossible for any trade preparatory instruction to fully and completely prepare a person as a competent worker in a given occupation. The most that trade preparatory courses can do is to prepare an individual for effective an-

trance into the occupation. Experience on the job, under actual working conditions, and under competent supervision, is necessary for the completion of the instruction.

Trade extension instruction assumes a background of experience on the part of those being trained. The instruction supplements the employment of the worker. The more technical and complex the job in which the worker is engaged, the greater opportunity and need there is for trade extension instruction. This instruction may be given on the job by a supervising officer. For instance, the head waiter may and probably does instruct waiters or waitresses on the job. On the other hand, the instruction may be given on off time either by a supervisory officer or by some other person familiar with the technique or science of the job. For instance, a chef, a dietitian, or a food chemist might very well give instruction to a group of cooks. In the case of the latter two, great care needs to be exercised, to see that the instruction is really directly related to the job.

The distinction between trade preparatory and trade extension instruction is not always clear. For instance, storeroom keepers and key clerks are both engaged in the hotel business. A course in stewarding could build largely on the store-room keeper's experience but to a very limited extent upon the key clerk's experience. For effective trade extension instruction, the members of the group to be instructed should have approximately the same or similar background of experience. In planning a training course then there should be kept in mind both the aim of the course, i. e., the definite occupation for which training is to be given, and the previous experience of the group to be trained. Effective instruction cannot be given to a mixed group composed of those experienced in the occupation or a closely related occupation and those without any such experience. If the instruction is suited to the needs of the experienced portion of the group it will be over the heads of the inexperienced and if suited to the inexperienced portion of the group it will waste the time of the experienced.

Instructional Responsibility of a Department Head

Every department head in the hotel business, such as the chief clerk, superintendent of service, housekeeper, steward, chef, chief engineer, or headwaiter, has three classes of responsibilities.

1. Managerial.
2. Supervisory.
3. Instructional.

In this connection *management* means planning the work of the department in the best possible way and keeping the cost of operation and the cost of production to a minimum. *Supervision* means getting work done, or seeing that it is done correctly. *Instruction* means explaining to or directing other employes in such a way that they will be able to discharge the duties of their positions more effectively. It is quite evident that in any department of the hotel the cost of operation depends largely upon the extent to which the

head of the department is able to and does properly discharge these responsibilities.

Most department heads in the hotel business when asked whether or not they have any instructional responsibilities respond NO. The reason for this is that most of the instruction given is unorganized, incidental and frequently unintentional. As a usual thing the manager gives the department head very little help either in analyzing his job or in helping him discharge this instruction responsibility effectively. In many instances managers have conferences of department heads, but all too frequently, for the purpose of reminding them of shortcomings and difficulties rather than helping them discover the cause of the difficulties with a view to removing the cause. Department heads themselves all too frequently discharge an employe for incompetency rather than attempting to help him overcome the difficulty, when it is a matter of ignorance. It is the opinion of this committee that one of the most important instructional problems at present involved in the betterment of conditions in the hotel business is giving assistance to managers and heads of departments in methods of analyzing their jobs and the jobs of those under them, in studying methods and means of instructing their subordinates in their duties, and organizing the instruction in such a way that it can be put over most economically and efficiently.

The situation in the hotel business is not unlike that found in many of the great industries of today where the problems of management, supervision, and instruction are being studied by superintendents, managers and foremen. In fact, the analyzing of the hotel occupations indicates about the same varying degree of complexity and skill involved in these occupations as there is in a modern industrial plant. The difference is that the chief commodity of the hotel is service direct, while the product of the industrial plant is turned over to large sales organizations to reach the consumer. From this standpoint, closely co-ordinated organizations and well trained employes are even more important to the hotel than to an industrial plant.

Training on the Job

The distinction has previously been made between pre-employment or trade preparatory instruction and trade extension instruction on the job. It has also been pointed out that instruction can be most affectively given when the person being instructed is getting or has had experience in the job or in a similar job. For instance, a girl who has had experience as a chambermaid, a ladies' maid, a parlor matron, or an assistant housekeeper in a hotel, would profit much more from a course of instruction in hotel housekeeping than would a girl who had had no such experience. A person who had had experience as an information clerk, mail clerk, or key clerk would be in much better position to profit from a course of instruction designed to prepare room clerks than would a clerk in the auditing department or in the storeroom. A course in steward-

ing would not mean much to a person without experience in the back of the house or at least some food purchasing or food preparation experience.

In many of the minor positions in the hotel, such as houseman, cleaners, and kitchen scullions, employes have largely mechanical tasks to perform, and hence need very little instruction. That which is needed can and probably should be given by their immediate superior through close supervision during the first few days of employment. Other groups, like chambermaids, waitresses, checkers, storeroom clerks, and beginners in the front office, should be given, and sometimes are, some pre-employment or trade preparatory instruction. Both for those who have had previous experience and green hands this can best be done in the hotel itself either by the head of the department or an assistant.

It is the opinion of the committee that the establishment of opportunities for study by department heads and a promotion of the idea through the hotels would lead to much more extensive and much more effective instruction on the job than is now being given. Probably the most effective point of attack is on the management and then department heads and assistant department heads themselves to give this instruction. In the meantime there should be in preparation a group of managers, department heads and assistant department heads that will be prepared to discharge not only their managerial and supervisory responsibilities but also their instructional responsibilities.

Instruction Through Correspondence

Correspondence instruction has been largely developed as a private enterprise. Public schools, universities and colleges have recently entered this field to an increasing extent. The Universities of Wisconsin, California, Columbia, Chicago and others are examples of what has been done. The state of Massachusetts carries on a number of correspondence courses as a part of the program of public education. Most of the correspondence courses which have been developed in this country are general in character rather than related to a specific occupation, industry or business.

Correspondence instruction along vocational lines is valuable as a supplement to experience on the job. In other words, it is an important phase of the trade extension type of instruction given to those who have experience in the occupation. It is not a satisfactory method for a trade preparatory group. The material needs to be prepared and used with regard to the peculiar practical difficulties of a student who is not receiving direct personal instruction. The success of the correspondence course greatly depends upon the care which is exercised in enrolling only those persons who have given evidence of their qualifications to pursue a given course with success. Account needs to be taken both of the preliminary training and experience and the powers and habits of applicant.

Experience shows that this form of instruction when properly organized and conducted is of great value to students, who are un-

able to attend classes. It is generally recognized, however, that the correspondence method, is, at best, a poor substitute for group instruction with a competent instructor. It is the opinion of those experienced in the field that better results are obtained from correspondence instruction when study groups are formed of those taking a given course and a member of the group selected to act as leader. The effectiveness is still greater if an experienced instructor meets with the group occasionally to guide and direct this self study.

Recent developments in the field indicate that where correspondence courses are prepared and conducted by the industry or business itself, excellent results are obtained at a minimum of cost to the students. A good example of this is the work done by the United Typothetae of America for the printing industry.

In the hotel business correspondence courses have been prepared and are being conducted by the Lewis Hotel Training School. The study group idea has not been put into operation, however, and probably could not be effectively worked out and operated by a private agency as it could through a national organization and affiliated state and local organizations, such as the American Hotel Association and the various state and local hotel associations.

The basis of correspondence courses is a book or series of books dealing with the technique and requirements of the various occupations in the business as well as the opportunities, responsibilities, and requirements of these occupations. Such a series would be of the greatest assistance to any educational movement in the hotel business. The vocational education committees of the Technical Association of the Pulp and Paper Industry in the United States and the Technical Section of the Canadian Pulp and Paper Association have, through their joint executive committee, prepared a series of books dealing with the technical and mechanical operations of pulp and paper making, and with the preliminary subjects essential to a study of the technical matter. The association announces that unit courses dealing with groups of related subjects will also be provided to meet the special needs of certain workers.

The Hotel School

Hotel occupations may be roughly grouped into four classes.

1. Managers and assistant managers.
2. Department heads and assistants, such as steward, chief clerk, superintendent of service, housekeeper, chef, headwaiter, chief engineer, etc.
3. Skilled workers, such as waiters, waitresses, chambermaids, cooks, storekeepers, clerks, etc.
4. Semi-skilled and unskilled workers, such as houseman, bus boys, bell-men, porters, etc.

Classification based on these lines would, of course, be only relative and is made merely for the purpose of facilitating discussion. Statements have been made previously in this report concerning training which might be given to department heads in service with a view to helping them to better discharge their instructional re-

sponsibilities. Mention has already also been made of instruction given to skilled and semi-skilled workers by these department heads or their assistants. The possibility of co-operation on the part of public schools and instructor training agencies has also been mentioned. The committee is of the opinion that even with the development of all these possibilities there still remains a great need which can be met only by a practical hotel school or series of practical hotel schools. In all probability, such a school would be chiefly concerned with the training of managers, department heads and assistant department heads. Such a school might receive two classes of students:

1. Those with little or no experience in the hotel business.
2. Those with rather extensive experience. For instance, stewards, assistant stewards, housekeepers, assistant housekeepers, etc., might be trained as managers.

Such a school would need to be organized on a commercial basis. In other words, it would need to be a hotel with a school attached, rather than a school with a hotel attached.

It is the opinion of the committee that an initial experiment should be made with one hotel operated by or under the auspices of the national association. Mistakes are bound to be made and experience must be gained. It is not safe to translate bodily the hotel school idea as it has been worked out in Europe, though we can profit somewhat by their experience. American hotel conditions are quite different from European conditions and the whole question of hotel employment in the United States is quite different from that in Europe. Perhaps the most concrete evidence of this is the fact that it is practically impossible in America to maintain the apprenticeship system as it is and has been maintained in Europe.

It is the opinion of the committee that a hotel of from 200 to 300 rooms would be the best for the initial experiment. Such a school should not have rigid academic entrance requirements. Any person who could satisfy the instructors of his or her ability to profit from the instruction should be admitted upon recommendation of a member of the association. The length of a course should depend upon the occupational aim and the previous experience of the student. The instruction should be practical and based upon the best hotel experience. These courses would probably vary in length from three months to two years. No attempt should be made in this school to offer manager courses to persons without hotel experience.

There is much to be said in favor of a hotel on the university campus. There are large numbers of young men in attendance upon our universities that decide upon their life work while in the university. An opportunity to earn board and room is eagerly sought by many such students. If they were to secure employment in a hotel as a means of making a temporary living, the question of whether or not they decided upon the hotel business as a life career would depend very largely upon the way in which such

a hotel were managed and the kind of department heads found in the hotel.

This practical hotel school, even though located upon a university campus, should not be confused with the idea of a four-year college course, leading to a degree, such a course being probably more general in its nature, at least four years in length and based upon the requirements of graduation from high school. It is the opinion of the committee, however, that the initial experiment should be made in a large city, with the hotel school located in the business section with other hotels readily accessible.

If a hotel school is organized and an appreciable number of students with limited hotel experience should attend the school, it will probably be necessary to make co-operative arrangements with other hotels in the city, whereby the students may be given an opportunity to work part time in these commercial hotels and attend upon instruction in the hotel school part time. The great difficulty which a person desiring to become a department head or manager meets in getting experience in the commercial hotel, is that he is assigned to a particular occupation and kept at that occupation while what the prospective manager or department head needs is experience in a variety of hotel occupations. Such a variety of experience could to a limited extent be arranged in a hotel school for a limited number. To give the variety and extent of experience needed, however, to the number of students that such a hotel school should enroll would probably necessitate co-operative relationships with other hotels. The committee does not venture to make further suggestions in this report concerning the location or detailed organization of such a hotel school. The details of the plan would need to be worked out by a competent director in consultation with practical hotel men and probably with the advice of a committee from the association that could and would give time and thought to the problems connected with such an enterprise.

It is the opinion of the committee that for the present, at least, semi-skilled and unskilled workers will have to be trained entirely on the job by competent department heads or assistants, and that the function of the hotel schools will be to train managers, assistant managers, department heads, assistant department heads and skilled workers.

The Service or Research Bureau

Every educational enterprise needs to consider not only the preparation of persons for occupations as they exist at the time, but also to consider possible improvements and developments in the occupations themselves. It is, therefore, suggested that in connection with the development of an educational program, the American Hotel Association needs to consider also the development of a service bureau or research bureau. Practically every national trade or business organization that is developing an educational program has recognized this need and is developing such a service and research bureau. In this connection the committee wishes to

point out merely some of the problems that might well be considered in connection with such service.

1. The loss of receipts from the bar is compelling practically every hotel in the country to consider every possible source of revenue. In the past many hotels have let out such concessions as the cafe, dining room, the cigar stand, the flower shop, the magazine and newsstand, the soda fountain, etc. At present many hotels are considering the operation of these enterprises by the hotel management. The service bureau should be in a position to give advice and assistance to hotel managers and proprietors concerning the problems connected with the direction and operation of these allied businesses.
2. Cost accounting and estimating is not standardized for the hotel business and many hotels have no system of cost accounting or estimating worthy of the name. It is impossible for hotels to compare costs or to get any definite current data as to what these costs should be. The objection is made that it would be impossible for the hotels to adopt a standard estimating and cost finding system. The same argument was advanced when the printers decided to have a standard cost finding system and instituted a course of instruction for cost clerks. The United Typothetae states that previous to 1909 there was no uniform method of obtaining printing costs, that few printers made any effort toward finding their costs, but that at the present time the system endorsed by the United Typothetae has received the endorsement of thousands of printers all over the world and practically every printing trade association and of the Federal Trade Commission.
3. The question of organization of the hotel force is of great importance and yet comparatively few hotel managers when asked to do so can chart or describe what their organization is from the standpoint of authority and responsibility of the various department heads and subheads. The service organization would work out a series of organization charts suited to different classes, kinds, and sizes of hotels, which would be of incalculable benefit to many hotel managers and to the hotel business at large.
4. One of the functions of the service bureau would be supplying instructors and leaders for local classes, schools or study groups of hotel employes.
5. It is possible that an employment bureau, particularly as far as managers and department heads are concerned, might be operated by the association.

Recommendations to the Subcommittee of Seven of the National Hotel Institute and Research Bureau Committee of the American Association of the United States and Canada

1. That the American Hotel Association create a standing committee on education; such committee to have executive powers in educational matters so far as the association is concerned; this committee to be responsible to the executive council and through it to the association. It is suggested that this committee consist of not more than nine members.
2. That the committee be given authority to engage a Director of Education and such staff as the committee considers necessary to carry out the educational plans of the association.
3. That the committee be directed to have prepared manuscripts dealing with the technical phases of hotel management, including the duties and responsibilities of the department heads, assistants,

and skilled employes; such manuscripts to be prepared with a view to their usefulness in instruction designed to prepare people for hotel positions.

4. That the education staff be made the nucleus of a service and research bureau which will be available to state and local associations in organizing and carrying on conferences of department heads and courses of instruction.

5. That the association operate a hotel of from 200 to 300 rooms as a hotel school; that the education service and research activities of the association be centered in this school and that the education staff be officed there.

6. That the American Hotel Association guarantee the education committee \$50,000 a year for a period of at least three years to initiate this program and get it under way; expenditures from this fund to be exclusive of the operation of the hotel school except insofar as the direct education service functions of the school are concerned. The hotel should be self-supporting.

7. That this report be printed and distributed to the members of the association.

NOTE

The analysis of occupations contained in the following parts II to XI of this report are in the nature of a general survey of hotel occupations. They are not in any sense a complete job analysis such as would be used for determining the content of courses of instruction. They could be used as a basis for conferences with groups of department heads. One of the first duties of an education staff should be to hold a series of such conferences. They would serve the double purpose of informing the department heads concerning their instructional responsibilities and of working out a body of information which could be used for instructional purposes in hotel schools and classes, in correspondence courses and evening and part-time classes.

PART II. THE HOUSEKEEPING DEPARTMENT.

**ANALYSIS OF OCCUPATIONS AND A
SUGGESTED PROGRAM FOR THE DE-
VELOPMENT OF TRAINING OF HOTEL
HOUSEKEEPERS INCLUDING TOPICS
FOR CONFERENCES AND CLASSIFICA-
TION OF OCCUPATIONAL INFORMATION
FOR INSTRUCTIONAL MATERIAL**

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Ladies Maid.

Chambermaid.

Cleaning Girl.

Bath Maid.

Head Houseman.

Paint Cleaner.

Statement of Policy for Developing Training in House-keeping Department of Hotels

In a preliminary study of the organization of the housekeeping department in seven different hotels, including commercial, apartment, family, convention, and hotels featuring social occasions, certain factors of responsibility were found common to all.

This material was collected, classified and organized for the development of an instructional program under the State Department of Vocational Education of Minnesota co-operating with the local hotel associations in the cities of Minneapolis and St. Paul.

The following suggestions are offered as a possible program of procedure for the development of a training scheme.

1. Round table conferences with groups of housekeepers and assistant housekeepers for the purpose of discussing common problems and affecting an interchange of experiences.
2. These discussion conferences should be not more than two hours in length and not oftener than once a week at the convenience of the group.
3. The conference leader should be a woman able to organize and systematize the content discovered in the discussions.
4. A suggestive list of topics is presented.
5. The training of workers should be carried on in the hotel under normal working conditions after the person has entered upon employment under the direction of the housekeeper or her assistant.
6. The definite line of promotion makes possible the upgrading of women workers within the hotel industry.

Suggested Topics for Discussion Conferences With Groups of Hotel Housekeepers

- I. The personnel of the working force:
Method of recruiting new workers, assignment to tasks, and provision for the instruction.
- II. Problems related to housing the working forces:
Living quarters, recreation of workers, educational opportunities for evening school instruction, etc.
- III. The housekeeper's devices for instruction:
The bulletin board, printed placards and notices, the daily meeting for lectures, conferences, demonstrations, etc.
- IV. Records and reports in the housekeeping departments.
Employment, time keeping, laundry checking, etc.
- V. Linen room accounting:
Daily issues, monthly inventories, charts indicating issues and discards by months, charts indicating losses from stock in service.
- VI. The housekeeper's responsibility for stock:
Advisory to management in selection and purchase of supplies:
Requisitions for room equipment.
Supervisory for storage, issuance, and consumption of the stock in service.

- VII. Co-operative relationships between the housekeeping and other departments of the hotel:
The desk, steward, laundry, repair department, etc.
- VIII. Room service to guests:
Helps and hindrances.
- IX. First aid to guests and employees:
- X. Contagious diseases in hotels:
Isolation of patient and disinfection of quarters. (Demonstration by state and city public health departments.)
- XI. Wastes in the housekeeping department:
How to reduce the loss of linen, breakage, thefts, etc.
- XII. Economies in the housekeeping department.
Renovation, remodeling, and repair of linen; reclaiming scrap soap; care of lights, etc.
- XIII. The rules of the house—and its good name:
- XIV. State laws regulating:
Inspection; compensation of employees; "Protection of the health, comfort and safety of the public." (Presented by deputy from State Hotel Inspection Department.)
- XV. Hotel occupations for women:
Advantages and disadvantages; promotional possibilities.

CLASSIFICATION OF HOUSEKEEPER'S RESPONSIBILITIES

- I. Staff of employes in housekeeping department (chart organization)—
 - 1. Housekeeper.
 - 2. Assistant housekeeper.
 - 3. Linen room assistants—cutter, seamstress, power machine stitcher, disburser, counter, sorter, carrier.
 - 4. Chambermaids.
 - 5. Parlor maids.
 - 6. Bath maids.
 - 7. Scrub maids.
 - 8. Cleaning maids.
 - 9. Head houseman and assistants.
- II. Responsibility of housekeeper for—
 - 1. Employment and personnel of working force:
 - a. Hires.
 - b. Places.
 - c. Disciplines or discharges.
 - d. Keeps employment and time records.
 - e. Plans and inspects work.
 - f. Supervises and schedules work.
 - g. Supervises living quarters of employes in hotel.
 - h. Consults with cook as to food and service of employes.
 - i. Delegates instructional duties to assistants in charge of special service.
 - 2. Stock:
 - a. Consults and advises with management on selection and purchase of equipment and supplies—linen, hangings, curtains, etc.
 - b. Requisitions supplies from stock in store room or in custody of steward—soap, toilet paper, brushes, brooms, mops.
 - c. Supervises limited reserve stock in storage and all stock in service, including furniture, linen, etc.

3. Co-operation with other departments:

- a. With desk—
 1. For record of rooms "on change" and rooms ready for reassignment.
 2. For report of rooms in process of renovation and repair.
 - b. With engineering department—
 1. For reports on minor repairs, including:
Upholstery,
Refinishing furniture,
Electric fixtures,
Plumbing,
Steamfitting.
 2. For rooms out of commission for painting or decorating.
 - c. With house detective—
 1. For reporting presence of suspicious characters in halls.
 2. For violations of the rules of the house, thefts, etc.
 3. For questionable conduct on the part of guests or employes.
 - d. With auditor—
 1. For reporting time record of employes for reckoning pay.
 - e. With laundry—
 1. For checking and accounting of linen in sending and receiving.
4. For room service to guests—
 - a. Attention and care of room with least possible inconvenience or annoyance to guest.
 - b. Consultation in preparation of special rooms for occasions or emergencies.
Personal consideration in illness or emergency.
5. For instruction of help by—
 - a. Breaking in new workers by assignment to tursty and experienced help.
 - b. Informing employes of house rules laid down by management.
 - c. Providing special instruction to meet change of policies or emergency.
 - d. For the above purposes the following devices may be used:
 1. Bulletin boards in linen room.
 2. Notices and placards in employes' quarters.
 3. Meetings at the beginning or close of working day.

ANALYSIS OF OCCUPATIONS IN HOUSEKEEPING DEPARTMENT

HEAD HOUSEKEEPER—Headquarters in Linen room.

Qualifications—Woman of maturity; judge of character; self-control; love for cleanliness and order; pride in house; due sense of proportion; alert for new ideas or good old ones; ability to co-operate with employes and employer.

Promotion—Promotion from assistant housekeeper in charge of linen room.

I. Management:

1. Hires.
2. Discharges.
3. Places (except when delegated to assistant).
4. Estimates operation costs.
5. Assumes charge of payroll for housekeeper's helpers.

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6. Places help (certain number of rooms) and equipment to give best service.
 7. Arranges time and work of extra help.
 8. Determines or is responsible for plans and systems used.
 9. Consult with management on purchase of furniture, carpets, hangings, linens and supplies.
 10. Orders small repairs and upholstering.
- II. Supervision:
1. Of new help.
 2. Cleaning and fumigation.
 3. Opening and closing resort hotels.
 4. For leaks, bad work or extravagances.
 5. Continuous supervision of employes.
- III. Records:
1. Lists names and addresses of applicants.
 2. Advertises for maids.
 3. Blanks for applications—for recommendations.
 4. Time book.
 5. Reports "changes" to maids and front office.
 6. Linens in stock and that issued to maids.
 7. Extra furniture for emergencies, etc.
- IV. Instruction:
1. Of new help and old help in new methods or practice.
 2. May be left to efficient maids who use the new girl as helper for a few days.
- V. Personal service:
1. Consideration during illnesses of maids and guests; reports to office; gets advice.
 2. "Service in Rooms."

ASSISTANT HOUSEKEEPER

Qualifications—Same as housekeeper.

Promotion—From head chambermaid or linen room assistant.

- I. Management:
1. May place help.
 2. Keeping up linen and supply stock.
 3. Excuses from work—covering time by labor from another.
 4. Schedules.
 5. Dispatching.
 6. Orders for small repairs, new lights, gloves, etc.
 7. Arrangement of furniture.
- II. Supervision:
1. General supervision of laundry, rooms, girls' laundry, etc.
 2. Oversees cleaning of marble, tiles, woodwork, and all space on the lobby floor or public rooms (Supt. of service may be responsible for this).
 3. To ascertain quality of help—honesty, courtesy, promptness, etc.
 4. Supervision of personal habits of employes—cleanliness, business-like appearances, etc.
 5. To maintain an "house atmosphere."
 6. Supervise recreation of helpers.
 7. Direct supervision of work done with acids or gasoline.
 8. Daily airing of halls.
- III. Inspection:
1. Daily inspection of all rooms, or daily inspection of few to keep in touch with the grade of work done; ladies' reception room, rest rooms, etc.
 2. Inspection of "Time cards" to see that full time is put in.
 3. Inspection of helpers' quarters.
 4. Inspection of maids' closets, sinks, working utensils for water bugs, roaches, bed bugs, flies, etc.
 5. Inspection for waste and extravagance in electricity, etc.
 6. Inspection of lights, plumbing.

IV. Records and accounts:

1. Inventory of linen, linen closets of maids, lockers of maids or housekeeping department.
2. Keeps lists of rooms thoroughly housecleaned; windows washed daily.
3. Daily errors, omissions, poor work.
4. Daily apportionment of soaps, soap powder, and cleaning materials issued to cleaners.
5. Record of movement of furniture.

V. Personal service:

1. Encourage chamber maids.
2. Girls advice.
3. Sympathy with youth.
4. Express appreciation of good work.
5. Encourage participation in civic activities.
6. Encourage study and sewing clubs.

VI. Instruction:

1. Familiarity with proper and modern methods of removing stains from marble, papered or painted walls, etc., and passing it on to employees.
2. To prevent breakage.

Note: A low stock of linen is often responsible for poor room service for which the housekeeper is held responsible. It causes much extra foot service on the part of maids for which there is a minimum of returns. It results in tension and anxiety on the part of the housekeeper and much annoyance on the part of the guests.

PARLOR MATRON

- I. Kinds: The parlor matron functions in hotels which feature special occasions of a social nature—banquets, dances, entertainments, etc.

Qualifications: A mature woman, of pleasing appearance and address; capable of exercising judgment and authority in the protection of the house; must be inconspicuously but well dressed, and is not a society hostess, but must be able to act in emergencies.

- II. Promotion: Seldom comes from ranks.

III. Equipment and supplies:

The parlor matron should not be dressed in uniform.

IV. Duties:

Meets the public.

Directs inquirers where to go.

Assists "house officer" responsible for respectability of the house. Is present on social occasions, particularly where young girls and women are present.

Must handle social problems and emergencies involving questionable conduct when necessary.

OCCUPATIONAL ANALYSIS OF LADIES' MAID

- I. Kinds: Employed in women's quarters of Men's Clubs or hotels featuring public use of convention rooms.

Note—Qualifications: Mature woman of good appearance and address.

- II. Promotion: May be promoted from parlor maid.

III. Equipment and supplies:

Wears uniform usually purchased by self—apron and cap issued and laundered. Supply chest contains toilet articles and simple remedies for emergencies.

IV. Duties:

Has charge of ladies' entrance, hall, reception room, dressing room, and cloak room.

Keeps them in order.

Replenishes supplies issued to her by housekeeper and kept in her locker when not in use.

Waits upon ladies.

Assists with wraps.

Administers simple remedies and first aid to guests or to ward-
robes.

V. Sample schedule of work is as follows:

Comes on duty 9 to 11 a. m.

Goes to lunch.

Dresses in uniform.

Returns to duty for service to luncheon guests till 2 p. m.

From 5 to 8 p. m. for dinner guests.

From 8 to 10:30 for evening parties.

OCCUPATIONAL ANALYSIS OF PARLOR MAID

I. Kinds:

a. Parlor maid.

b. Parlor maid and door maid combined.

Note—Qualifications: Courteous, good bearing, well poised, tact-
ful, immaculate in dress, good appearance.

Rules of conduct and dress—rises when addressed, interested at-
tention to speakers, answers questions politely, wears uniform
(black with white collar and cuffs, or one provided by man-
agement).

II. Promotion: From parlor maid to seamstress, typewriting, book-
keeping, by taking advantage of evening school courses.

III. Duties:

Parlor maid assigned to parlor duties, may take care of dress-
ing room and toilets.

a. Reports to housekeeper (in small hotels may have to report early
in the morning for cleaning duties). A schedule for all work
which does not interfere with service to guests.

b. Supplies and equipment furnished parlor maid—

1. Supplies—Ink, paper, pens, powder, thread, articles for
small repairs.

2. Equipment—Needles, scissors, comb, brush, uniform,
broom, sweeper, dustpan, dust cloths, long handled dust-
ers, soap, powders, towels, covers for dressing table.

c. Cleaning (heavy work to houseman)—

1. Parlor:

a. Cover and protect dainty furniture, pictures and
small articles.

b. Parlor swept every day.

c. Furniture dusted.

d. Furniture dusted and put in order.

e. Keep supplies replaced and in order.

f. Empties waste basket.

g. Cleans brasses (may have help of houseman).

h. Cleans windows (may have help of houseman).

i. Cleans cuspidors (may have help of houseman).

j. Washes mirrors, drop light globes and any glass in
room.

k. Airs rooms many times a day.

l. Protects furniture, carpets, and hangings from rain
and sunlight.

2. Dressing room:

a. Keeps room dusted and in order.

b. Keeps toilet articles for dressing table clean.

c. Checks supplies (comb, brushes, etc.) many times
a day.

d. Reports losses to housekeeper.

e. Removes any waste.

3. Toilets:
 - a. Keeps lavatories scoured and dry, and supplied with fresh linens.
 - b. Removes soiled linens, papers, etc.
4. Constant rounds should be made of all rooms in charge to remove dust or dirt that has collected, and to see that no disorder is tolerated.
5. Service to guests:
 - a. Directs guests.
 - b. Special care in case of illness.
 - c. Calls in emergencies for housekeeper, assistant housekeeper or house physician.

IV. Instruction: Simple remedies for fatigue and slight illness.

OCCUPATIONAL ANALYSIS OF THE CHAMBERMAID

I. Kinds:

1. Graded according to experience and service.
2. Best maids assigned room with bath and others in order of desirability of rooms and service required.
3. Day and night shift.

Note—Qualifications: Willing to work subject to orders; clean and neat; must be on feet practically the whole day.

II. Promotion: To head chambermaid, to assistant housekeeper.

III. Equipment and supplies:

1. Uniforms, summer and winter (house issues).
2. White aprons with bib and skirt (house launders).
3. Receptacle for supplies; bag or basket containing soap, matches, dust cloths, scouring compound in cans with perforated top, etc. Compartments for used soap and waste from room.
4. Broom.
5. Pail.
6. Mop.
7. Brushes.

IV. Duties: Sample schedule of work:

1. Day maids assigned from 15 to 20 rooms.
2. Report to linen room 7:30 a. m. (Get apron and key.) Observe bulletin board.
3. Receive linen done in "unit bundles."
4. Return to "station" on floor, deposit linen in "receiver."
5. Get equipment from closet to clean rooms.
6. "Change" rooms.
 - a. Open window on entrance to room according to weather.
 - b. Looks for night clothes in bed and hangs in closet.
 - c. "Make bed" (method varies according to beds).
 - d. Strips linen from bed.
 - e. Lays off covers to get lint out of blanket.
 - f. Lower sheet folder over mattress and tucked under at head and foot.
 - g. Top sheet tucked under foot of mattress and pulled up to head board.
 - h. Blanket comes 6 to 8 inches from head of bed; sheet turned back on the blanket.
 - i. Spread drawn up to head of bed.
 - j. Pillows in double slip; both ends of slip turned in.
 - k. Pillows placed—
On single bed—1 pillow upright, 1 pillow flat.
On double bed—2 pillows upright.

7. Sweep room.
8. Clean bath room,
Bath,
Lavatory,
Toilet,
Floor,
Tile.
Replenish linen,
Bath mats,
Bath towels,
Face towels.
9. Dust room—place furniture.
10. Inspect plumbing, electric fixtures, breakage, loss, or repairs
—report to housekeeper. (Note personal property or
baggage of guest.)
11. Replace tools and wash dust cloth.
12. Check in at finish of work; turn in report on rooms, apron
and key.
13. Comes on again to turn down bed and lay out night clothes
in some hotels.
- V. Pay: From \$30 to \$50 per month with board and room, from \$55
to \$65 per month without board and room.
- VI. Hours: Example—from 7:30 a. m. to 3:30 p. m. or 4 p. m.
Night shift comes on at 4:30 p. m.
- VII. Instruction: Learner is placed with experienced worker. Daily
notices posted on bulletin board in linen room.
Housekeeper meets groups before distribution of linen and
at checking in time. Printed regulations posted in linen room
and in guest rooms.

OCCUPATIONAL ANALYSIS OF CLEANING MAID

(Tendency to Replace Women by Machines for Scrubbing)

- I. Kinds:
Note—Qualifications: No special training nor skill; eager to
learn; ability to develop standards of cleanliness; honest, and fidel-
ity to orders; good management (work is often delayed by late
parties, banquets, etc., which necessitates hurried work). Dress,
clean apron, plain, sensible shoes, hair combed well—maybe use cap.
- II. Promotion:
Scrub or cleaning girl and bath maid to chambermaid. Some-
- III. Duties:
Cleaning or scrub maids—duties laid out by housekeeper; cleans
times transferred to chef's department as silver girl.
same section every day unless ordered to do otherwise. Given
"space work" in hotels.
Space work—floors of lobby, grill room, bar room, halls, stairs,
corridors. Back halls and kitchen may be assigned, in which
case girl may be responsible to steward. In small hotels may
help in small laundry in taking care of dresser scarfs, maids'
aprons, centerpieces, lace curtains, and perhaps blankets.
 - a. Time—early morning hours.
 - b. General plan—cover business spaces first.
 - c. Order and method of work.
1. Reports to housekeeper for work.
2. Receives supply of cleaning materials.
3. Goes directly to space assigned.
4. Sweeping may be necessary (some hotels require lobby boys
to do sweeping). Sweeping precedes scrubbing.
5. Move all furniture to one side—use care to prevent any
damage.

6. Scrubbing—specific and general method:

Marble—hot, soapy water, thoroughly rinsing with clear hot water, and careful drying.

Ink spots—thick paste of whiting, mixed with hot water plus washing soda. In case of bad stains call for head scrubber or housekeeper.

Cork—dusted with soft brush or a slightly dampened broom, wash with soap and water mixed with clear water and wiped dry.

Cement—scrub with hot soapy water, rinse with clean hot water and dry thoroughly. Painted cement easier to clean.

General Method—Start in least used portions of busiest space, wet small space even with scrub cloth, scour well with brush, using a circular movement; rinse with cloth wrung out of clean water; overlap spaces to avoid streaks.

IV. Supplies and Equipment:

1. Soap, soap powder and cleanser.

2. Scrub pail, scrub brushes, scrub cloths, kneeling pad (all these marked in some way); wooden sticks for cleaning corners.

3. Care of cleaners' space and equipment.

Sink thoroughly scrubbed and scoured at end of day, strong solution of sal soda weekly. Scour with brush, hot water and Sapolio or good scourer; wipe dry.

Cloths—Scald, hang to dry.

Pails—Wash out, stand to dry.

Soap and soap powder—put in dry place.

OCCUPATIONAL ANALYSIS OF THE BATH GIRL

I. Kinds:

Bath.

Bath and chambermaid.

1. One bath girl assists several chambermaids in a given number of rooms or bath maids work in squads under head cleaner.

2. Assigned certain sections by the housekeeper.

3. Takes directions from the maids as to which baths she may enter.

4. Bath girls are not given pass keys but work along with chambermaids.

5. In case of accidents reports to housekeeper.

Note—Qualifications: Neat, clean in appearance. Dress, wear clean, washable clothes; long allover belted aprons best. Hair done securely. Plain sensible shoes. No castoff garments.

II. Promotion: Bath girl to chambermaid, to linen room, to assistant housekeeper.

III. Supplies and equipment furnished.

1. Supplies—Soap and soap powder.

2. Equipment—Pail, long handled toilet brush, hand brush for tub, scrub brush for floor, long handled button hook, wooden sticks or skewers for corners, clean cloths for washing the toilet, lavatories and tubs, and a clean linen side towel for drying water glasses.

IV. Duties:

1. Report to housekeeper or head cleaner when organized into cleaning squads.

2. Directions from chambermaid as to baths that may be entered.

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3. To clean bath room—

- a. Open window.
- b. Roll up bath rug—boy outside.
- c. Clean toilet.
 1. Fill bowl with hot soapy water and let it remain a few minutes.
 2. Scour thoroughly with toilet brush having curved handle.
 3. Flush toilet.
 4. Use no disinfectants.
 5. Wash outside of bowl.
 6. Polish metal hinges.
 7. Wipe the seat and cover with clean dry cloth.

4. Clean bath tub—

- a. Flush with hot water.
- b. Thoroughly scour with small hand brush and clean soapy water.
- c. In case of dark mineral deposit use Sapolio, Bon Ami, or any other cleaner, or ammonia.
- d. Wash tub inside and outside; dry thoroughly.
- e. Polish nickel faucet and the chain.
- f. Brush rubber stopper until white.
- g. Use buttonhook to remove lint from waste pipe or overflow.
- h. Scald overflow pipe at least once a week.

5. To clean lavatory—

- a. Take all toilet articles from the shelves or out of cabinet.
- b. Wash shelves, replace toilet articles.
- c. Wash and polish mirror.
- d. Wipe off light globes.
- e. Wash and dry drinking glass, using side towel.
- f. Scrub lavatory bowl thoroughly and polish with a clean dry cloth.

6. To clean bath room walls, tile or painted—

- a. Go over walls lightly; use just enough force to remove water spots or light stains.
- b. Wipe doors; if finger marked rub woodwork until dry.

7. To clean bathroom floor: The floor is always cleaned last. Floors are of tile, painted, cement, cement covered with linoleum—

- a. Tile, scrub with hot soapy water.
- b. Painted cement or linoleum, wiped with cloths, as too much hard scrubbing will damage these surfaces.
- c. Begin in corner, scrub entire floor.
- d. Remove any waste paper or cloths.

8. To clean bath in unoccupied rooms—

- a. Flush toilet, use powder in case of mineral deposit.
- b. Rinse out tub and lavatory; dry.
- c. Dust mirror, window sills, shelves, lights.
- d. Wash floors every other day.

9. Extra duties:

Bath girls may be given the work of cleaning the marble or sanitary base at the sides of corridors or upper floors, and may do this at odd moments when bath rooms cannot be entered.

V. Pay: One step above cleaning girl in point of salary frequently same as chambermaid.

VI. Instruction: Use of side linen towel, and reasons.

HEAD HOUSEMAN

- I. Kinds: Head houseman and assistant houseman who may be classified by function or by station as floor houseman.
Note—Qualifications: Middle aged man; not adapted to out of door work; must be able to supervise remodeling or carpets, drape curtains, know how to care for furniture, etc.
- II. Promotion: From floor houseman.
- III. Equipment and supplies:
Uniform issued.
Necessary tools for performance of duties.
- IV. Duties:
Hires and directs assistants (under direction of housekeeper).
Delegates work.
Changes and stores furniture.
Cleans, makes and lays carpets.
Hangs curtains.
Cares for mattresses, cleans beds.
Stores beds.
Oils furniture.
Collects soiled linen.
Collects and bails paper or trash.
Closes windows in storms.
Carries water for maids.
Cares for window fixtures.

OCCUPATIONAL ANALYSIS OF PAINT CLEANER

Paint cleaning is almost a trade in itself. Interior decorators charge high prices for men whom they train to wash painted walls in ball rooms or public portions of hotels.

- I. Kinds:
Hotel Qualifications: Trained, skilled paint cleaner.
- II. Promotion: None.
- III. Supplies and equipment:
Supplies—Soap jelly powder.
Equipment—Two pails, large sponge, soft cotton or woolen cloths, soft scrubbing brush (boiled 24 hours to make them free from grit and to prevent scratching).
- IV. Duties:
 1. Report to housekeeper for an outline of certain daily and weekly cleaning of woodwork and walls in service or public portions of the hotel.
 2. Give attention to rooms marked "out of order" in this office. Rooms made ready by chambermaid and houseman.
 3. Cleaning oil painted walls—
 - a. Brush walls, ceiling and woodwork (use wall brush or broom covered with cloth). Make straight, even strokes from ceiling to floor.
 - b. Begin paint cleaning with the baseboards, windows, door frames, and window sills inside and outside.
 - c. Dip wet brush into linseed oil soap jelly.
 - d. Scrub small portion with light, even strokes, following the grain of the wood. Do not let water run down on walls.
 - e. Use pointed stick to clean corners.
 - f. Do not dig paint off—use light, firm touch.
 - g. Rinse with sponge from clean water.
 - h. Rub dry with cotton or woolen cloths.
 - i. Never apply soap directly.

4. Touching up painted walls—

- a. Inspect walls carefully for bad spots in plaster, cracks, or other places that need "painting up."
- b. Small quantity of paint exact shade of walls or wood-work.

5. To mend plaster—

Mix together a half pint of powdered lime, about a gill of "plaster of Paris" and just enough cold water to make a thick paste. Mix thoroughly and work the mixture into the cracks or broken spots with a knife, smoothing exactly flush with the wall. Mixture hardens fast, so work quickly. Make up no more mixture than can be used in ten minutes.

6. Washing side walls—

- a. Start in a corner at the baseboard to avoid breaking walls.
- b. Dip the wet brush into the "linseed oil jelly" and wash about three feet square. Use quick circular motion. Rinse with sponge wrung out of clear warm water. Rub dry with soft cotton or woolen cloth. Rub straight up and down. Ladder with pail shelf best for reaching portions of the wall, and a scaffold for the ceiling.

7. Cleaning ceilings and cornices.

Kalsomine cannot be washed; is successfully cleaned with one of the splendid wall cleaners on market, or fresh coat of kalsomine. (Caution in applying kalsomine—use long even strokes; never let preparation rest on wall surface for a second, keep it moving and lift it entirely away from the wall or ceiling at end of each stroke. Sunshine and fresh air assists drying.)

8. Cleaning natural finished wood surfaces—

Method 1. Clean with turpentine, then oil.

Method 2. Wash with good white soap and warm water. Rub dry with a soft cloth and polish with a mixture of equal parts of linseed oil and turpentine. Rub hard *with* the grain of the wood.

9. Cleaning hard wood floors—

Get exact directions from housekeeper.

Dusting—Use woolen brushes and clean cloth dusters.

Polishing—Use any good wax polish. Put on with dry cloth, rub with heavy brush.

Stains—Oxalic acid and boiling water good, but must be used under housekeeper's direction.

PART III. THE FRONT OFFICE
ANALYSIS OF OCCUPATIONS AND AD-
VANCE MATERIAL FOR THE DEVEL-
OPMENT OF TRAINING CENTERS
FOR CHIEF CLERKS AND FRONT
OFFICE EMPLOYEES.



This part of the report covers a study of twelve different hotels, ranging from the small hotel of 200 rooms in a small western town to a 1,200 room house located in a metropolitan center. In making a study of these hotels, it has been discovered that no two hotels use exactly the same system throughout the organization, but nevertheless, hotels doing a like business require certain specific things to be done. While the occupations listed and analyzed in this report may not conform to the systems employed in all hotels, yet the specific jobs described herein are evident, and the jobs must be carried on by employees.

Often there is a distinction between the real job as it exists and the so-called "payroll job." To illustrate: The payroll job of a room clerk in a small hotel of 200 rooms carries with it a greater variety of work jobs than does the payroll job of a room clerk in a hotel of 2,000 rooms. In the former, the room clerk performs the duties of key clerk, mail clerk, information clerk, record clerk, etc., while in the latter case the room clerk functions as such. This report is, therefore, more in the nature of a composite of all of the work jobs as they were found in the twelve different hotels studied.

The payroll jobs listed will come more nearly fitting the organization of a 2,000 room house than that of a smaller hotel. Nevertheless, in a very large measure, the same duties and performances are required in the smaller hotels.

Note

It will be observed in the following analysis that there are eleven distinct payroll jobs listed in the Front Office. The term "manager" is used in this instance to avoid confusion or misunderstanding in the interpretation of the analysis. In large hotels the Front of the House is headed by a "manager"; so-called, or on "assistant manager" in other hotels a Chief Clerk. It makes little difference what title we give him, the job is there, and it is the job which is being analyzed. The term manager as here used does not mean the general manager of a hotel.

An attempt was made by inquiry from hotel men to ascertain the length of time required to develop a man competent to act as manager of the Front of the House. Answers varying from one to ten years were received. It was the opinion of some that the manager of the Front of the House should have experience in all of the different parts of a hotel, while others felt that it was not altogether essential to have this detailed experience: that a general knowledge of what was going on in the other departments would be quite sufficient. It was found that the average length of time an employee devotes to the hotel business before rising to the position of manager of the Front of the House is approximately ten years.

In many hotels, the Chief Clerk is in reality the manager of the Front Office. It is generally admitted that this is one of the most responsible positions in the hotel organization. On him rests the

responsibility of selling profitably one of the chief hotel commodities, viz., Rooms. It was the opinion of different hotel men interviewed, that from three to five years experience as a room clerk is essential before an employe is able to hold a position as Chief Clerk.

The room clerk occupies a very responsible position. He is assistant to the chief clerk and in his absence does the work of the chief clerk. "It is possible to train a fair room clerk in approximately one year's time."

The superintendent of mail in a large hotel holds a very important position. He is held responsible for the handling of mail, telegrams, insured parcels, etc. In one hotel 2,000 pieces of mail were received in one day. Very valuable mail matter passes through the hands of the superintendent of mail or mail clerk. It is estimated that at least a year is required to produce a good superintendent of mail. A study of these occupations, shows that persons appointed to a position as superintendent of mail have had an average of approximately five years hotel experience.

Very little hotel experience is necessary for the positions of cashier and book-keeper. In the average hotel a book-keeper can be trained in from two to four months. A cashier can be trained in approximately the same time.

Such positions as mail clerk, key clerk, information clerk, tube clerk, and record clerk are in a measure initial jobs in the Front of the House. Training for these positions can be given on the job by an immediate superior in a comparatively short time.

It is generally recognized among hotel men that the margin of waste of time in training hotel employes under the present system of time serving is costly. The method of conveying information regarding hotel occupations is by unorganized oral instruction. In the entire study, only one hotel was found which attempted to give anything in the way of organized training. Information regarding hotel occupations generally comes from the immediate superior of the new employe. He learns his job by the costly process of exposure and absorption.

It was also the opinion of most hotel men that there is a great need for some method of presenting organized training for hotel employes. It is felt that the hotel business has reached a new era and that as a business, it must be organized on a more economic and business-like basis. Hotel managers are recognizing the need for a higher type of employe. They recognize that with the modern hotel organization, a more efficient force is necessary to meet the modern demands of the traveling public.

Front of the House Management

Classification of front of the house manager's responsibilities.

I. STAFF OF EMPLOYEES IN FRONT OFFICE:

1. Manager.
2. Chief clerk.
3. Room clerk.
4. Superintendent of Mail.
5. Cashier.
6. Book-keeper.
7. Mail clerk.
8. Key clerk.
9. Information clerk.
10. Tube clerk.
11. Record clerk-typist.

II. RESPONSIBILITY OF FRONT OF THE HOUSE MANAGER:

1. Employment and Supervision of Office Personnel.
 - a. Hires.
 - b. Places.
 - c. Disciplines or discharges.
 - d. Supervises employes' work.
 - e. Devises means and methods of improvement of work.
 - f. Delegates instructional duties to assistants.
2. Cooperation with other departments.
 - a. With the general management to establish co-operative relations with other departments.
 - b. With heads of other departments on matters pertaining to conditions affecting Front of House.
 - c. With house detectives:
 1. To have reported the presence of suspicious persons.
 2. To have reported violations of rules and regulations of the house and questionable conduct on the part of guests, employes and visitors.
 - d. With auditing department:
 1. Regarding money turned over by the cashier of the Front of the House.
 2. To establish proper accounting relations to satisfactorily carry on the work, between the accounting end of the Front of the House and the general Auditing Department.
 - e. With superintendent of service.
 1. For assistance and service of bell hops.
 2. For service of page and messenger boys.
 3. For service of baggage and scrub men.

Note: If baggage service is under the immediate jurisdiction of head porter, the manager cooperates with the head porter, instead of superintendent of service, to secure proper baggage service.

- f. With housekeeper to arrange for taking care of conventions, securing extra beds, change of furniture, etc.
- g. With steward to ascertain special features in the way of meals, entertainments in dining rooms, etc.
- h. With purchasing agent:
 1. To secure proper equipment for the Front of the House.
3. For instruction of help by
 - a. Working in new employes by assignment to duty under experienced help.
 - b. Informing employes of general policy of the House.
 - c. Providing special instruction to meet change of House policy.

ANALYSIS OF OCCUPATIONS IN FRONT OF THE HOUSE

- I. Manager: Headquarters in front of the house.
- II. Qualifications: Must be a man of maturity, business executive and must possess administrative ability. Must have a thorough knowledge of matters relating to the front of the house. He should be well informed concerning all of the departments of the hotel business. He should be a man capable of delegating proper authority to employes. He must be able to co-operate with the management and heads of other departments. Training and experience necessary.
- III. Promotion: May be promoted from chief clerk to head room clerk.
- IV. Management and supervision:
 - a. Hires employes of the front of the house.
 - b. Discharges.
 - c. Makes general assignment of employes.
 - d. Arranges time of work (different shifts).
 - e. Responsible for operation of plan and system used.
 - f. Supervises work of employes in front of the house.
 - g. Inspects reservation book, guest rack, register, etc.
 - g. Responsible in general for satisfactory housing of guests.
- V. Records:
 - a. Makes proper disposition of letters and telegrams pertaining to the business of the front of the house.
- VI. Instruction:
 - a. Instructs new help and old help in new methods or practice.
 - b. Delegates instructional duties to other members of the staff.

Note—Information transmitted by oral instruction. A few hotels issue bulletins covering change of policies or giving instruction to employes.
- VII. Personal service:
 - a. In case of emergency absence of employes, he serves in that capacity during the employes' absence.
 - b. Approves or disapproves checks presented by guests for payment.

- c. Special reservations for occasions such as parties, social functions, etc.
- d. Takes special charge of reservations for functions, more particularly "notables."

CLASSIFICATION OF CHIEF CLERK'S RESPONSIBILITIES

- I. Staff of employes in Front of the House:
 1. Chief clerk.
 2. Room clerk.
 3. Superintendent of mail.
 4. Cashier.
 5. Book-keeper.
 6. Mail clerk.
 7. Information clerk.
 8. Key clerk.
 9. Tube clerk.
 10. Record clerk-typist.
- II. Responsibility of chief clerk:
 1. Supervision of Office Personnel.
 - a. Supervises employes' work.
 - b. Devises means and methods of expediting the work.
 - c. Sees to it that employes are properly dressed.
 - d. Keeps management properly informed regarding special parties, functions, etc.
 2. Co-operation with other departments.
 - a. With manager.
 1. To carry out policies of manager.
 2. To secure information regarding special arrangements made by manager for conventions, banquets, etc.
 3. To secure proper working equipment.
 - b. With restaurant, cafe, grill room and coffee shop.
 1. To secure information on service, rates, features, in the way of amusements, etc.
 2. To report number of guests registered at hotel.
 3. To report conventions and probable number attending.
 - c. With engineering department.
 1. To report rooms needing repairs and repairs needed and to have reported back when rooms are repaired and ready for occupancy.
 - d. With housekeeper.
 1. To ascertain when rooms are ready for occupancy.
 2. To have reported rooms needing renovation, etc.
 - e. With superintendent of service.
 1. To secure proper bell boy service.
 2. To secure proper baggage service at all times, etc.

OCCUPATIONAL ANALYSIS OF CHIEF CLERK

Note: Many hotels combine in the chief clerk, the duties of manager of the front of the house and chief clerk proper. This analysis of the occupation of chief clerk assumes such a combination of duties.

- I. Chief Clerk's office in front of the house at Registration Desk.
- II. Qualifications: Must be a man of high grade intelligence; and an excellent judge of human nature. Must be able to "size up" the public; must understand the fundamental principles of salesmanship. Should know the hour of train arrivals and be prepared to take care of guests. Should have general "lay-out" of each room in the hotel. Must understand equipment used in front of the house, such as room and guest racks and other modern hotel office appliances. Memory for faces is a desirable quality. Training and experience necessary.

III. Promotion: May be promoted from room clerk.

IV. Duties:

- a. Complete charge of front of the house.
- b. Directs and supervises work of employes in front of the house.
- c. Has general supervision of:
 1. Room clerks.
 2. Room racks.
 3. Room reservations and correspondence pertaining thereto.
 4. General supervision of work of bookkeeper and cashier and other front office employes.
- d. Arranges for "watches." Checks up on delinquents and co-operates with house officers to bring delinquents to terms. Sees to it that each employe performs his particular duty.

V. Personal Service:

- a. Takes care of all complaints from guests and always endeavors to satisfy the complaint without finding it necessary to report to the manager.
- b. Approves or disapproves checks for payment.

Note: This responsibility may vary. In some hotels only the manager of the hotel or his assistant has authority to approve a check for payment.

OCCUPATIONAL ANALYSIS OF ROOM CLERK

- I. Qualifications: Must be a man of high grade intelligence; an excellent judge of human nature. Must be able to "size-up" the public; must understand the fundamental principles of salesmanship. Should know the hour of train arrivals and be prepared to take care of guests. Should have "general lay-out" of each room in the hotel. Must understand equipment used in front of the house, such as room and guests racks and other modern hotel office appliances. Memory for faces is a desirable quality. Training and experience necessary.

Note: The room clerk is the salesman for the hotel. The hotel has a commodity to sell, namely, rooms. This being the commodity, it is essential that the room clerk understands thoroughly this commodity. He should have at his desk a complete diagram of all the rooms in the hotel. He must understand thoroughly the fundamental principles underlying salesmanship. He should be a good judge of human nature; must be able to size up an individual for the purpose of predetermining, in a measure, the price of the room the individual may desire. A good room clerk must be able to sell the more expensive rooms, as well as the less expensive. A room clerk is of little value to the hotel management, if at the end of the day, he has on his hands a large number of high priced rooms.

II. Promotion: May be promoted from assistant room clerk.

III. Duties:

- a. General supervision and registration of guests.
- b. Receives telegrams and letters, making room reservations.
- c. Makes proper records of reservations on room rack or reservation book.
- d. Reports to housekeeper, the coming of special parties or conventions.
- e. If verbal reservations are made, secures the name of party making same and party for whom made.
- f. Quotes rates.
- g. Must make proper assignment of guests in order to secure capacity house.
- h. Notifies housekeeper when guest has departed.
- i. Keeps steward informed as to number of guests in hotel (house count).
- j. Reports to engineering department rooms needing repairs.

k. Supervises work of employes of front of the house, when acting as chief clerk.

l. Instructs new room clerks.

IV. Hours of Work: Usually either of two plans:

a. Eight hours daily.

b. Two six-hour shifts one day and one six-hour shift on the alternate day.

OCCUPATIONAL ANALYSIS OF ASSISTANT ROOM CLERK

I. **Qualifications:** The qualifications of assistant room clerk in general are the same as those of regular room clerk, except that it is not essential that he have the same amount of experience. The assistant room clerk often works on night watch. This requires a special qualification in the nature of care and judgment in the handling of suspicious characters. It is generally remarked that suspicious individuals make their way into the hotel under cover of night, in many cases without baggage. This makes it doubly important that the assistant room clerk or night clerk be able to properly judge the character of people.

II. **Promotion:** May be promoted from bookkeeper, cashier, mail clerk or information clerk.

III. **Duties:**

a. Keeps room rack clear.

b. Secures checkouts from cashier.

c. Communicates with floor clerk on clearance of rooms.

d. Functions as a room clerk in the absence of the regular room clerk.

e. If he works on night watch he must keep informed of events transpiring on day shift.

f. Assigns rooms to guests.

g. Quotes rates.

OCCUPATIONAL ANALYSIS OF SUPERINTENDENT OF MAIL

I. **Qualifications:** Must be a man of maturity; must possess general education; should have a general knowledge of the hotel routine business. Must be posted on mail regulations, parcel post rates, etc.; must have a thorough knowledge of telegraph regulations, foreign mail, etc. Training and experience necessary.

II. **Promotions:** Usually promoted from mail clerk.

III. **Duties:**

a. Has general supervision of all matters pertaining to mail service.

b. Gives instruction to mail clerks working in his department.

c. Co-operates with room clerk, chief clerk, record clerk, in making proper distribution of mail.

e. Supervises work of mail clerks.

IV. **Hours:**

Usually on duty eight to ten hours a day during rush hours.

OCCUPATIONAL ANALYSIS OF CASHIER—FRONT OF THE HOUSE

I. **Qualifications:** Man should have general education with general business training. Should understand the fundamental principles of bookkeeping; must be accurate. Must have fair knowledge of banking business, foreign exchange rates, check clearances, Federal reserve bank procedure.

II. **Promotion:** As a general rule, the cashier is promoted from bookkeeper.

III. Duties:

- a. The principal duty of the cashier of the front of the house is to receive the money and issue a receipt to the guest.
- b. Return proper change to the guest.
- c. Co-operate with the bookkeeper to see that proper entries are made, covering collections.
- d. Co-operate with the auditing department, or general cashier, in making a report to the auditor on receipts.
- e. Is held accountable for all shortages in money.
- f. Turns receipts over to General Cashier.
- g. Cashes checks for guests, after being approved by chief clerk or manager.
- h. Held responsible for money allowed for starting the day's business, ordinarily called "bank."
- i. Always counts money left him by cashier preceding.
- j. Key turned in to cashier, room clerk or floor clerk.

IV. Hours: Eight to ten hours daily.

OCCUPATIONAL ANALYSIS OF BOOKKEEPER—FRONT OF THE HOUSE

I. Qualifications: Should have general education; must understand the elementary principles of bookkeeping; must be able to adapt himself to peculiar conditions in hotel bookkeeping; must be accurate.

II. Promotions: Usually an initial job in the hotel business.

III. Duties:

- a. Receives a record from the record clerk, of the name of the guest, rate of room, number of room, from which information he makes his entry in the book, usually posted on ledger sheet.
- b. In case of absence of the cashier, he may serve in the capacity of cashier. The duties of the two are very closely co-related.
- c. Receives all vouchers and charge checks to be charged to transient ledger account.
- d. Makes entries in books immediately as charge checks come in.
- e. Files charge checks.

IV. Hours: Works usually on eight-hour shift.

OCCUPATIONAL ANALYSIS OF MAIL AND TELEGRAM CLERK

I. Qualifications: A man over eighteen years of age. Must possess general intelligence; must be able to read and write; must be a man of pleasing personality, rapid in his work; must be familiar with postal, telegram and foreign mail.

II. Promotion: Promotion may be made from information clerk, tube clerk or bookkeeper.

III. Duties:

Note: Mail is often directed to hotels when guests have no intention of registering at the hotel. Mail arrives at a hotel subsequent to the departure of the guest. Mail often arrives for persons who never call for same.

- a. Assorts and distributes.
 1. Floor or room delivery.
 2. Window or desk delivery.

(Uses guest rack alphabetically arranged.)
- b. After the mail has been assorted, it is placed in the guest's box, either at the main desk or at a floor clerk's desk.
- c. Parcels which cannot be placed in the mail box are either delivered to the room or notice put in the mail box.
- d. Registers, special delivery and registered mail.
- e. Registers telegrams.
- f. Checks over "uncalled for" telegrams and letters.
- g. Letters held over seven days "uncalled for" are returned to sender.

- h. Telegrams held over three days "uncalled for" are returned. (Western Union or Postal Telegraph Co.)
- i. Telegrams sent "collect" received by mail clerk.
- j. Telegrams sent "collect" not called for are returned to Western Union or Postal Telegraph Co., and proper collection made.
- k. Takes care of parcel post; articles left for guests, etc.
- l. Letters arriving after departure of guests, forwarded.

IV. Hours: Usually work in eight-hour shifts.

OCCUPATIONAL ANALYSIS OF KEY CLERK

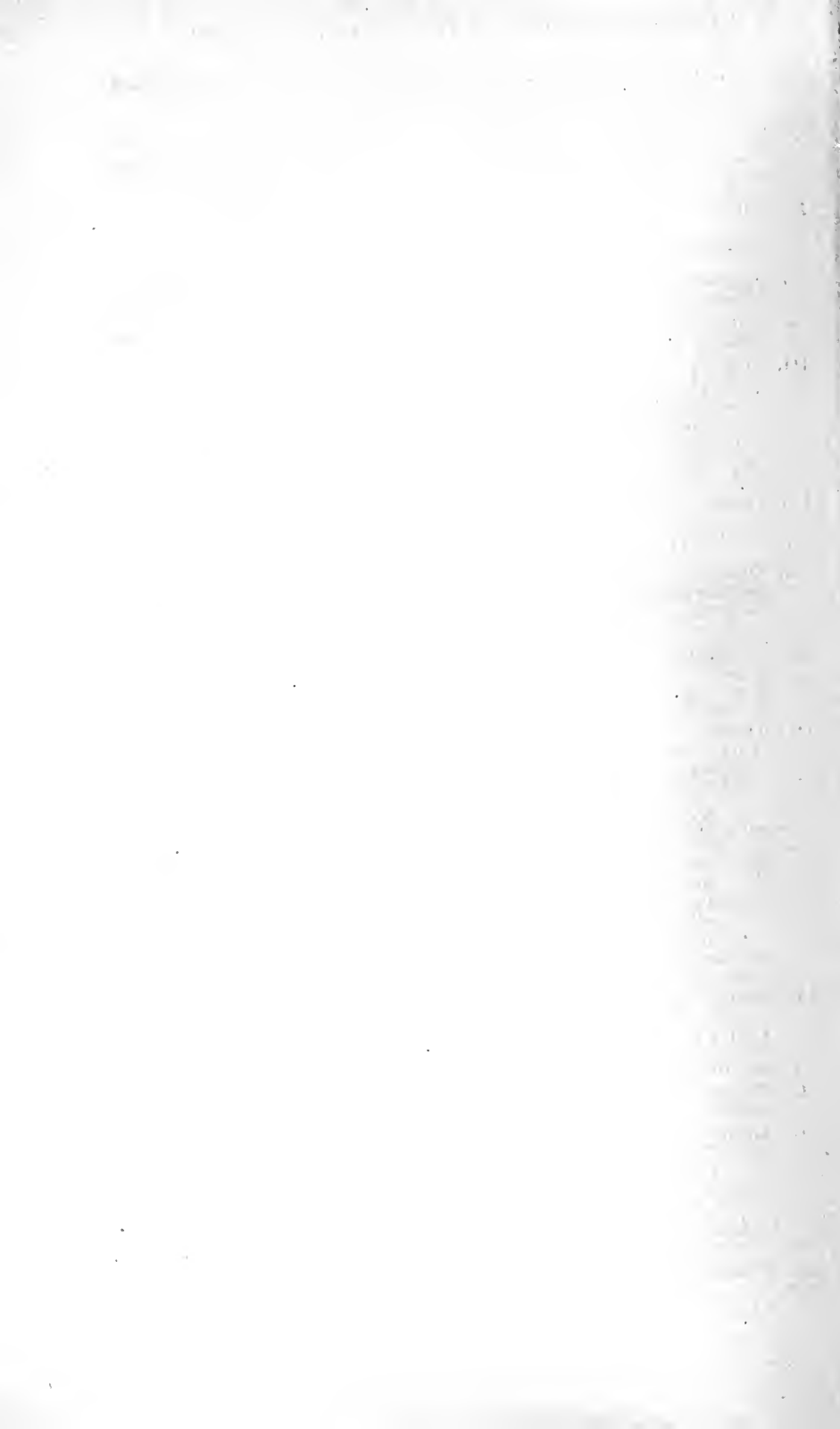
- I. Qualifications: Young man of pleasant personality, painstaking, courteous and gracious.
- II. Promotion: As a rule an initial job; sometimes promoted from bell-boy or elevator operator.
- III. Duties:
 - a. Has charge of room keys.
 - b. Hands out keys, telegrams, mail, parcels, and special communications.
 - c. When guest registers and is assigned a room number, key clerk hands out key.
 - d. Is often called upon to furnish various information to guests.
- IV. Hours: Usually eight to ten hours daily.

OCCUPATIONAL ANALYSIS OF INFORMATION CLERK

- I. Qualifications: Persons twenty-one years of age or over; must possess general intelligence; able to read, write, and talk English; must be able to meet the inquiring public and be able to give satisfactory information. Thorough knowledge of city, a valuable asset.
- II. Promotion: Promoted from mail clerk or bookkeeper.
Note: The positions of information clerk, mail clerk and bookkeeper have differing degrees of importance in different hotels and consequently the line of promotion is not well defined.
- III. Duties:
 - Note: The information clerk has his desk at an advantageous point for guests.*
 - a. Gives general information regarding the hotel, which is not given by other employes of the front of the house.
 - b. Gives information of all kinds pertaining to the city, location of buildings, streets, street car service, location of industrial concerns, business establishments, railroad stations, points of interest about the city, etc.
 - c. Information clerk has at his disposal telephone directories of all large cities in the United States, and is able to give information regarding long distance telephone calls to points outside of the city.
 - d. Information must be reliable.
- IV. Hours: Usually works eight-hour shift.

OCCUPATIONAL ANALYSIS OF RECORD CLERK

- I. Qualifications: Expert typewriter operator; female.
- II. Promotion: No particular line of promotion; may be employed from business school.
- III. Duties:
 - a. Writes arrival records from registers for ledgers, information rack, mail rack, floor clerk, telephone operator.
 - b. Writes up any corrections made in guests' records and copies all forwarding addresses for mail clerk's rack.
 - c. Record clerk may be required to maintain address book of guests.
- IV. Hours: Usually works eight-hour shifts.



PART IV.

DEPARTMENT SUPERINTENDENT OF SERVICE

ANALYSIS OF OCCUPATIONS AND AD-
VANCE MATERIAL FOR THE DEVEL-
OPMENT OF TRAINING CENTERS
FOR EMPLOYEES IN THE SERV-
ICE DEPARTMENT.

Note

Upon the superintendent of service rests the responsibility of serving the guest after he has been assigned a room by the Front Office. His responsibilities are varied and he holds one of the key positions of the organization. It is estimated by hotel men that from four to six years of hotel experience is necessary before one may hope to become a good Superintendent of Service in a medium sized hotel.

It is true, perhaps, that the staff of employes in the department of the Superintendent of Service are less skilled than in any other department covered in this part of the report. Such positions as check room girl, bell boy, and elevator boy are initial jobs in this department. Very little training is essential to obtain such initial jobs. It is estimated that one month's training would be sufficient to produce a valuable check-room girl, bell-boy or door man.

In all of the studies, only one instance was found where any attempt was made to give training in organized form. In one hotel the superintendent of service held weekly meetings of employes in his department and gave them lectures on their work. All of the bell boys in this hotel were recruited from one of the high schools of that city and one or two of them were high school graduates. The manager of this hotel believes in the evolution of the hotel employe. He believes that a boy should evolve from the initial job to the more important position. If he becomes a good bell boy, he has prospects of becoming a good bell captain. From bell captain, he has the happy prospect of becoming an assistant to the superintendent of service, and even superintendent of service in a small hotel or transfer to another department.

It is the opinion of the manager of this particular hotel that organized training to supplement job experience would be the ideal combination.

In this report is analyzed the position of cigar clerk. In the majority of hotels, cigar stands are leased to outside parties and in reality do not become a part of the hotel organization.

Classification of Responsibilities of Superintendent of Service

I. Staff of Employees.

1. House officer.
2. Head wrap checker.
3. Check room girl.
4. Bell captain.
5. Bell boy.
6. Elevator boy.
7. Doorman.
8. Footman.

II. Responsibility of Superintendent of Service.

1. Supervision of Personnel.
 - a. Supervises work of employes in his department.
 - b. Arranges work of employes.
 - c. Inspects "uniformed" employes before going on duty.
2. Co-operation with other departments, to see that proper service is rendered—messenger, bell, elevator, and room service. To see that lobby and service rooms are kept clean. To report to engineer matters that need attention.

III. Hours.

- a. Eight to twelve hour shifts.

OCCUPATIONAL ANALYSIS OF SUPERINTENDENT OF SERVICE

I. Qualifications.

- a. Must be a man of general education; at least 8th grade.
- b. Must be over 25 years of age, preferably between 30 and 40.
- c. Must be honest.
- d. Must be a man of integrity.
- e. Must be a man of exceptionally good judgment, careful, neat and quiet in his work.

II. Promotion from bell boy (captain) or from other departments of hotel.

III. Duties.

- a. General supervision of employes in department.
- b. Inspects employes before going on duty.
- c. Co-operates with chief clerk to see that boys render proper service to guests and front of the house management.
- d. Co-operates with housekeeper, to see that boys perform their duties on room floors.
- e. Employs, discharges, and disciplines help.
- f. Studies room and restaurant accommodations of house.
- g. Prepare bulletins for information of employes.
- h. Calls employes in groups, and gives talks on their duties.
- i. Makes inspection trips.
- j. Inspects wood work, glass, brass fixtures, uniforms of employes.
- k. Inspects work of employes.

IV. Hours.

- a. Eight to ten hour shift.

OCCUPATIONAL ANALYSIS HOUSE OFFICER

I. Qualifications:

- a. Must be a man of general education, at least 8th grade.
- b. Must be over 25 years of age, preferably between 30 and 40.
- c. Must be honest.
- d. Must be a man of integrity.
- e. Must be a man of exceptionally good judgment; careful, neat, and quiet in his work.

II. Promotion: No particular line of promotion.

III. Duties:

- a. Consults with chief clerk regarding guests.
- b. Receives list of married couples and single ladies from the chief clerk.
- c. Makes inspection trips throughout the hotel as frequently as deemed advisable. As a general rule every hour or so.
- d. Confers with chief clerk regarding guests of questionable character.
- e. With co-operation of chief clerk questionable guests are requested to leave the hotel. In all cases guests must be given the benefit of the doubt. Never accepts circumstantial evidence unless conclusive.
- f. Co-operates with floor clerk and housekeepers.

IV. Hours:

- a. Eight to ten hour shift.

OCCUPATIONAL ANALYSIS OF HEAD WRAP CHECKER

I. Qualifications: Person of maturity, good personality, quiet; should have good general education, must be able to meet guests graciously, and in dignified manner.

II. Promotions: May be promoted from check girl, otherwise no regular line of promotion.

III. Duties:

- a. Has complete charge of all check girls.
- b. Sometimes is given authority to employ and discharge check girls.
- c. Must co-operate with heads of grill rooms and restaurants to keep informed of banquets, dances, special dinner parties, etc. This information may also come from manager or front office.
- d. Provides for checking of garments at "special functions."

IV. Hours: No standard.

OCCUPATIONAL ANALYSIS OF CHECK ROOM GIRL

I. Qualifications:

- a. Check room girl as a rule is employed from the open labor market.
- b. Must be honest, neat, and courteous to guests.
- c. Must possess average intelligence.

II. Promotion: No particular line of promotion.

III. Duties:

- a. Receives hats, coats and parcels to be checked for safekeeping.
- b. Gives checks for reclaims.
- c. Returns hats, coats and parcels upon presentation of claim checks.
- d. Keeps wraps, parcels or baggage in proper order to avoid confusion and mistakes when guests call for same.
- e. Co-operates with room clerks whenever necessary.
- f. Never accepts articles to be checked without giving reclaim check.

IV. Hours:

- a. Four to twelve hour work day.

OCCUPATIONAL ANALYSIS OF BELL HOP

- I. Qualifications:
 - a. Should be bright, energetic, preferably a boy over sixteen years of age.
 - b. Must be courteous, quick, and always ready to serve the guests.
 - c. He must be honest.
- II. Promotions:
 - a. No particular line of promotion.
 - b. In many cases high school boys are employed.
- III. Duties:
 - a. Page duty.
 - b. Receives guests at door.
 - c. Carries baggage to room for guests.
 - d. Carries packages and telegrams to rooms.
 - e. Runs errands.
 - f. Shows guests to rooms.
 - g. Sees to it that room is in satisfactory condition. If anything is wrong reports same to room clerk upon returning to the lobby; becomes room inspector.
 - h. Takes guests' soiled clothes to laundry, and returns laundry to guests when clean.
 - i. After receiving requests for early morning calls, turns calls over to party responsible for this work.
 - j. Gathers up trays, etc., in guests' rooms.
 - k. Serves ice water to guests.

Note: Bell hops are required to wear uniform, report to office of the Superintendent of service in the morning before going on duty. He is inspected by Superintendent of service. His clothes must be pressed, his shoes shined, hair combed; must be clean in every respect. Must have sharpened pencil and tailor and laundry checks in his pocket. This is required so that the boy may be in readiness to take the guest's laundry or clothes to the laundry or tailor as required.
- IV. Hours: Eight to ten hour work day.

OCCUPATIONAL ANALYSIS OF ELEVATOR OPERATOR

- I. Qualifications: Person of ordinary intelligence—male or female. Should be careful and courteous. Must know how to operate elevator.
- II. Promotion: May be promoted to starter or in exceptional cases transferred to another department.
- III. Duties:
 - a. Operates elevator.
 - b. Take guests to and from different floors.
 - c. Must be careful not to endanger the life of guest by recklessness.
 - d. Keeps doors of elevator closed.
 - e. Observes floor signals.
 - f. Receives instructions from engineer on how to run car.
 - g. Must not leave elevator, either empty or with guests, without securing substitute.
 - h. Studies legal regulations as to elevator capacity.
- IV. Hours: Eight to twelve hour work day.

OCCUPATIONAL ANALYSIS OF DOORMAN

- I. Qualifications: Must be man of maturity and good appearance. Polite and neat.
- II. Promotion: No particular line of promotion.

III. Duties:

- a. Stationed at entrance of hotel.
- b. Regulates revolving door for parties entering or departing.
- c. Meets arrival of autos carrying baggage and carries it inside entrance where it is turned over to bell-boy.
- d. Directs guests.

IV. Hours: Eight to twelve hour work day.

OCCUPATIONAL ANALYSIS OF FOOTMAN

- I. Qualifications: Person of maturity; quiet and pleasant. Must be courteous and neat. Must be able to work with dispatch.

II. Promotion: No particular line of promotion.

III. Duties:

- a. Stationed outside of hotel entrance.
- b. Receives instructions from superintendent of service regarding special parties, banquets, etc.
- c. Meets carriages, autos, taxis, bringing guests, opens door, and escorts guests to door of hotel. If there is baggage, doorman as a rule takes baggage.
- d. Keeps entrance to hotel clear.
- e. Supervises arrival and departure of autos and carriages.
- f. Assists in departure of guests. Calls car desired, opens door and assists guest in entering, closes door and signals to driver to depart.

IV. Hours: Eight to twelve hour work day.

OCCUPATIONAL ANALYSIS OF TELEPHONE OPERATOR

I. Qualifications:

- a. As a general rule female operators are employed.
- b. Must understand switchboard.
- c. Must be courteous.
- d. Must be prompt.
- e. Must have a pleasing voice.

II. Promotion:

- a. Telephone operators may be employed from telephone exchanges or may be trained on the job.

III. Duties:

- a. Operates switchboard.
- b. Receives calls, takes messages for guests.
- c. Records messages on card, turns over to room clerk, or places it in guest's key box.
- d. Makes rising calls.
- e. Accepts telephone request for information regarding registered, at hotel, and gives called for information.
- f. Receives guest rack card from room clerk.
- g. Keeps guest rack card near switchboard.

IV. Hours:

- a. Eight to twelve hour work day.

OCCUPATIONAL ANALYSIS OF CIGAR CLERK

- I. Qualification: Person eighteen years or over. Good general education; experience in retail selling. Must know tobacco stock; must be good salesman, honest, courteous and accurate.

II. Promotion: No particular line of promotion.

III. Duties:

- a. Keep stock in order, cigars, tobacco, candies, newspapers, magazines, etc.
- b. Must know where stocks are located.
- c. Must be acquainted with popular brands of cigars, etc.
- d. Receives money, makes reports of sales at end of day, proves cash, and makes recapitulation of day's business for general cashier.

IV. Hours: Eight to ten hour work day.

PART V.

GENERAL CASHIER'S DEPARTMENT

**ANALYSIS OF OCCUPATIONS AND AD-
VANCE MATERIAL FOR THE DEVEL-
OPMENT OF TRAINING CENTERS
FOR EMPLOYEES IN THE GEN-
ERAL CASHIER'S
DEPARTMENT**

Note

A variety of organizations are found. In a large hotel, the business management of the organization is divided into various groups. The General Cashier's department constitutes one of these groups, the Auditing department another, and the comptroller's still another. These departments have very little to do with the service end of the hotel. They are more administrative, consequently less actual hotel experience is necessary on the part of the employes. In many cases, however, this cannot be true of the heads of the Departments. Most of the occupations in the three departments mentioned are commercial. Commercial experience, therefore, is the prime essential. Also many of the jobs can be recognized as initial.

It is the opinion of those interviewed in making this study, that very little hotel training would be feasible in the case of employes of these departments, except the heads. This statement is open to challenge because training is feasible for any position of responsibility, especially if it is hoped that the employe will evolve from the initial job to a position of responsibility.

General Cashier's Department

Classification of General Cashier's Responsibility

I. Staff of employes in the department.

- a. General cashier.
- b. Paymaster.
- c. Time-keeper.
- d. Employment clerk.
- e. Cashiers (dining room, cigar store, etc.).

Note: Cashiers of all departments in the hotel, except the front of the house, work under the jurisdiction of the general cashier.

II. Responsibility of general cashier.

- a. Employment of personnel of working force.
 1. Hires.
 2. Fires.
 3. Disciplines or discharges.
 4. General supervision of employes.
 5. Devises means and methods of improvement of work.

III. Co-operates with other departments.

- a. With management on relations with other departments.
- b. With chef, steward, and heads of all other departments receiving money from guests to establish satisfactory working relations among employes of the various departments and the cashier.

IV. For instruction of help.

- a. Inducting new workers by assignment to duty, under experienced help.
- b. Informing employes of general policies of the House.
- c. Providing special instruction to meet change of policies.

ANALYSIS OF OCCUPATIONS OF GENERAL CASHIER

I. Qualifications: Man of maturity, good judgment, honest, reliable and trustworthy.

II. Promotion: From auditing department or front office, or employed from the outside.

III. Management and supervision.

- a. Has general charge of employes in the department.
- b. Has charge of cashiers in all other departments, except front of the house, and supervises their work.
- c. Hires employes.
- d. Discharges.
- e. Makes assignment of employes.
- f. Arranges time of work.
- g. Responsible for systems used in the department.

IV. Records:

- a. Makes proper disposition of communications affecting his department.

V. Instruction:

- a. Instructs new help.
- b. Delegates instructional duties to other members of the staff when required.

OCCUPATIONAL ANALYSIS OF PAYMASTER

- I. Paymaster:
While the Paymaster officially works under the jurisdiction of the General Cashier's Department, yet he really works independently of the General Cashier, in fact, he works independently of all departments and is responsible directly to the management, but in classifying the occupation, the hotel places him in the General Cashier's department.
- II. Qualifications:
Must be a man of maturity; honest, reliable and trustworthy; good judgment. Should have good training along business lines, and should have a general knowledge of banking procedure.
- III. Promotion:
He may be promoted from time-keeper. There does not seem to be a regular line of promotion in this case. A man may be selected from any department who shows some marked ability along this particular line.
- IV. Responsibility of paymaster:
 - a. The timekeeper and employment clerk work under the immediate jurisdiction of the paymaster.
 - b. Hires, disciplines and discharges his own assistants.
 - c. Has general supervision of time-keeper and employment clerk.
 - d. Devises means and methods necessary to expedite the work of his department.
 - e. Is generally responsible for payment of all help in the hotel, and to see that employes are paid on time.
- V. Co-operates with other departments:
 - a. Since the paymaster makes the payroll for all of the different departments of the hotel, he has occasion to frequently come in contact with heads of other departments.
 - b. He co-operates with employes and with heads of other departments of the hotel to secure time of employes, etc.
- VI. Instruction of help:
 - a. Working in new employes by assignment to duty under experienced help.
 - b. Providing special instruction to meet change of policies.
 - c. Informing employes of general policies of the department.
 - d. Giving general direction and instruction to employes in their relation to other departments.

OCCUPATIONAL ANALYSIS OF TIME KEEPER

- I. Qualifications: Must be an individual of maturity; good education, preferably with business training. Must be accurate in arithmetic.
- II. Promotion: Time keepers may be employed from the open labor market, or may be transferred from other departments of the hotel. May be promoted to paymaster.
- III. Duties:
 - a. Time keeper works under the direction of the paymaster, in some cases and in others the heads of the various departments are responsible for the time of the employes in their department.
 - b. Employes are required to punch the time clock both in and out, in those departments where time clocks are maintained.
 - c. Time keeper secures time of the different employes.
 - d. Records time on card, which is filed in paymaster's office.
 - e. Prepares time card and payroll sheet for the paymaster.
 - f. Assists paymaster in making payments to employes.
- IV. Hours:
 - a. Eight to ten hour work day.

OCCUPATIONAL ANALYSIS OF EMPLOYMENT CLERK

I. Qualifications:

As a general rule, a girl is employed for this work. She must be at least 18 years of age, with a fair education, and understand thoroughly various filing systems employed in hotel offices.

II. Promotion:

No particular line of promotion, employment clerk may be employed from open labor market, or may be transferred from some other department of the hotel.

III. Duties:

- a. Receives all inquiries concerning employment of help.
- b. Receives requests for information pertaining to available help from heads of different departments.
- c. Furnishes information to various heads of departments regarding supply of help—where and how it may be obtained.

IV. Hours: Eight to ten hour work day.

Note: In most hotels, the head of each department reserves the right to hire and fire employes proving themselves incompetent. Considerable correspondence is carried on from time to time concerning employment of help.

Employment clerk serves as a clearing house for all information pertaining to the employment of help.

Her duties are largely those of file clerk and personnel information clerk.

OCCUPATIONAL ANALYSIS OF CASHIER

I. Qualifications: Male or female may be employed for this position; must be over 18 years of age; good education; must be accurate and honest.

II. Promotion: No particular line of promotion. May be employed from open labor market.

III. Duties:

- a. Has charge of cash register in the department.
- b. Receives money from customers in payment for purchase and returns proper change if necessary.
- c. Is necessarily required to prove cash receipts at the close of the business day, and make recapitulation of receipts for the general cashier.
- d. Receipts, with recapitulation turned over to the cashier, at the close of the business day.
- e. Cashier is held responsible for any shortage.
- f. Co-operates with bookkeeper on charge sales to guests.

Note: This analysis holds true of all cashiers in the hotel, except the cashier in the front of the house: The cashier in the front of the house is directly responsible to the manager of the front of the house. Cashiers in all other departments are under the jurisdiction of the General Cashier, and are responsible to him.

Subscription price, Five Dollars per Annum in Advance. Single Copies, Fifteen Cents.
Entered as Second-Class Matter, May 2, 1912, under Post Office No. 363, at Chicago, Ill., under special rate of Post Office Department. Accepted for mailing at special rate of postage provided for in Act of October 3, 1917. Authorizes sale at special rate of postage provided for in Act of October 3, 1917.

Postpaid. Payment in Advance. Subscriptions outside the United States, \$6.00 per Annum. Subscriptions outside the United States, \$6.00 per Annum. Subscriptions outside the United States, \$6.00 per Annum.

Published by the American Medical Association, 535 North Dearborn Street, Chicago, Ill. 60610. Telephone: 521-2121. Cable: 521-2121. Telegram: 521-2121.

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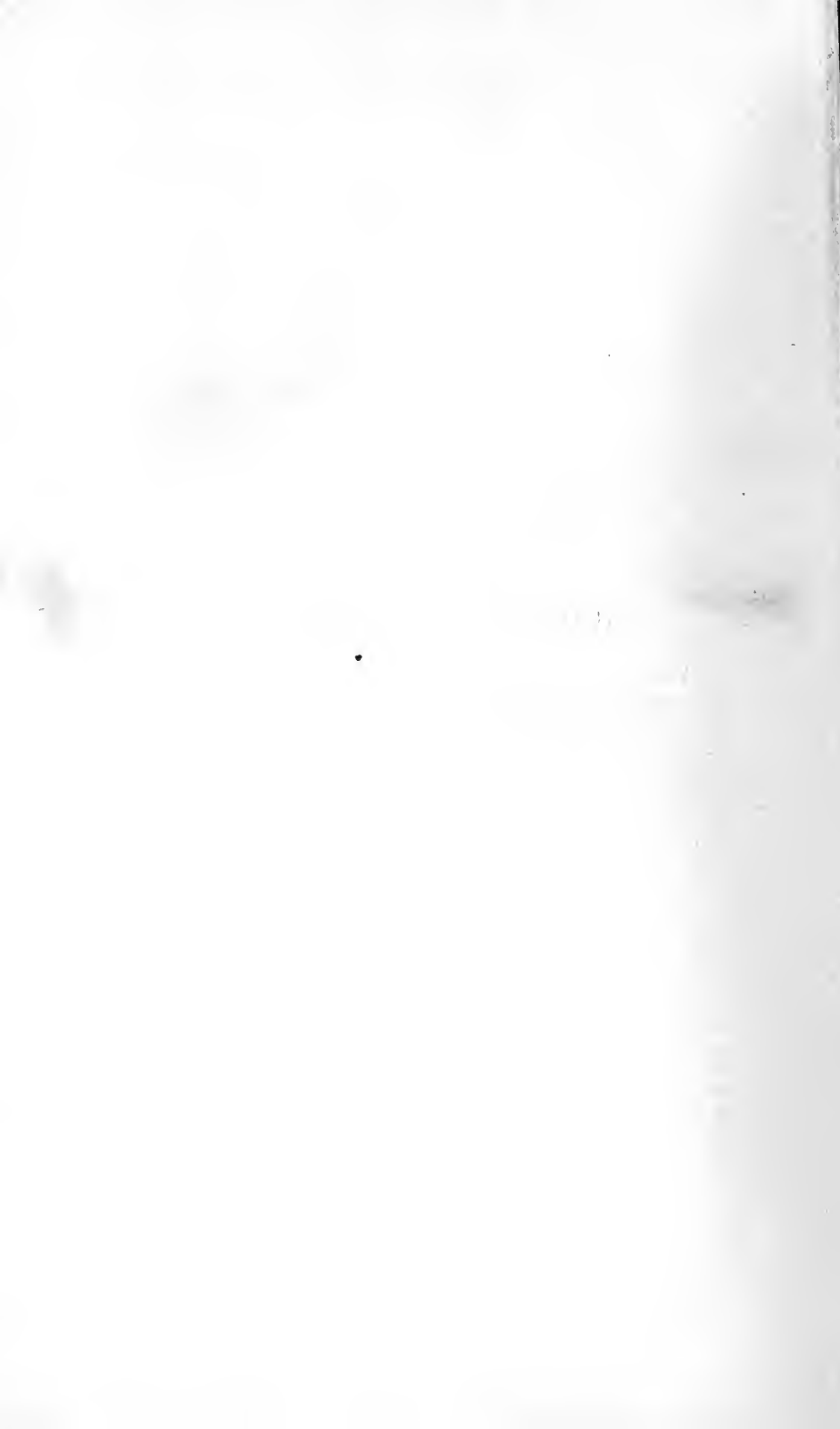
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PART VI.

AUDITING DEPARTMENT

**ANALYSIS OF OCCUPATIONS AND AD-
VANCE MATERIAL FOR THE DEVEL-
OPMENT OF TRAINING CENTERS
FOR EMPLOYEES IN THE
AUDITING DEPART-
MENT**



Classification of Auditor's Responsibilities

- I. Staff of Employees in the Auditing Department.
 - a. Auditor.
 - b. Assistant auditor.
 - c. Bookkeeper—credit manager.
 - d. Voucher clerk.
 - e. Accountants.
 - f. File clerk.
- II. Responsibility of Auditor.
 - a. Employment and personnel of working force.
 1. Hires.
 2. Places.
 3. Disciplines or discharges.
 4. Supervises employes' work.
 5. Devises means and methods of improvement of work.
 6. Delegates instructional duties to assistants in charge of certain phases of the work.
- III. Cooperates with other departments.
 - a. With bookkeepers and cashier of other departments in making proper audits.
 - b. With heads of other departments in developing cooperation with other departments on matters involving elements of credit of customers.
 - c. With other departments on purchase records.
 - d. Makes analysis of statements and recapitulations for managers.
- IV. For instruction of help.
 - a. Inducting new workers by assignment to duty under experienced help.
 - b. Informing employes of the policies of the department and of the hotel.
 - c. Providing special instruction to meet change in practice.
 - d. Conveying of information done primarily by word of mouth.

OCCUPATIONAL ANALYSIS OF AUDITOR

- I. Qualifications: Must be a man of maturity; must be intelligent; must have a thorough knowledge of accounting and auditing practice; must be thoroughly acquainted with systems employed in different departments of hotels, etc.
- II. Promotion: May be promoted from assistant auditor.
- III. Duties:
 - a. Supervises work of the department.
 - b. Secures proper co-operative relations with other departments.
 - c. Confers with heads of other departments to expedite transmission of information desired.
 - d. Hires employes in the Auditing department.
 - e. Discharges.
 - f. Makes assignment of employes.
 - g. Arranges time of work.
 - h. Devises plans and systems used in the department.

VOCATIONAL EDUCATION IN THE HOTEL BUSINESS

IV. Records:

- a. Makes proper disposition of letters and inquiries affecting his department.
- b. Dictates letters.

V. Instruction:

- a. Instructs new help.
- b. Instructs old help in new methods adopted.
- c. Delegates instructional duties to reliable members of the staff as occasion requires.

OCCUPATIONAL ANALYSIS OF ASSISTANT AUDITOR

- I. Qualifications: Must be a man of maturity; must possess a thorough knowledge of the theory of accounting and auditing practice; should have a good knowledge of accounting systems used in the different departments of the hotel.
- II. Promotion: May be promoted from the bookkeeper or accountant.
- III. Duties:
 - a. The duties of the Assistant Auditor often parallel the duties of the auditor.
 - b. Acts in the capacity of an auditor during auditor's absence.
 - c. Supervises work of employes in the Auditing Department.
 - d. Instructs new employes.
 - e. Makes audits of books and records of different departments.
 - f. Makes analysis reports and recapitulations of conditions of business of different departments.
- IV. Hours: Eight to ten hour work day.

OCCUPATIONAL ANALYSIS OF BOOKKEEPER

Including Duties of Voucher Clerk

- I. Qualifications: Must be a person of good general education; must have a thorough training in business; must have a thorough knowledge of bookkeeping and be especially well prepared on credits.
- II. Promotion: May be promoted from bookkeeper in front of the house.
- III. Duties:
 - a. Has general charge of all charge accounts with guests.
 - b. Makes record in books of entry.
 - c. Co-operates with front office bookkeepers to secure information on credit accounts.
 - d. Keeps books on all purchases made by the hotel.
 - e. Makes entries, posts, checks and makes proper statements, etc.
 - f. Co-operates with other departments to secure desired information.
 - g. Arranges all invoices for entry.
- IV. Hours: Eight to ten hours work a day.

OCCUPATIONAL ANALYSIS OF ACCOUNTANT

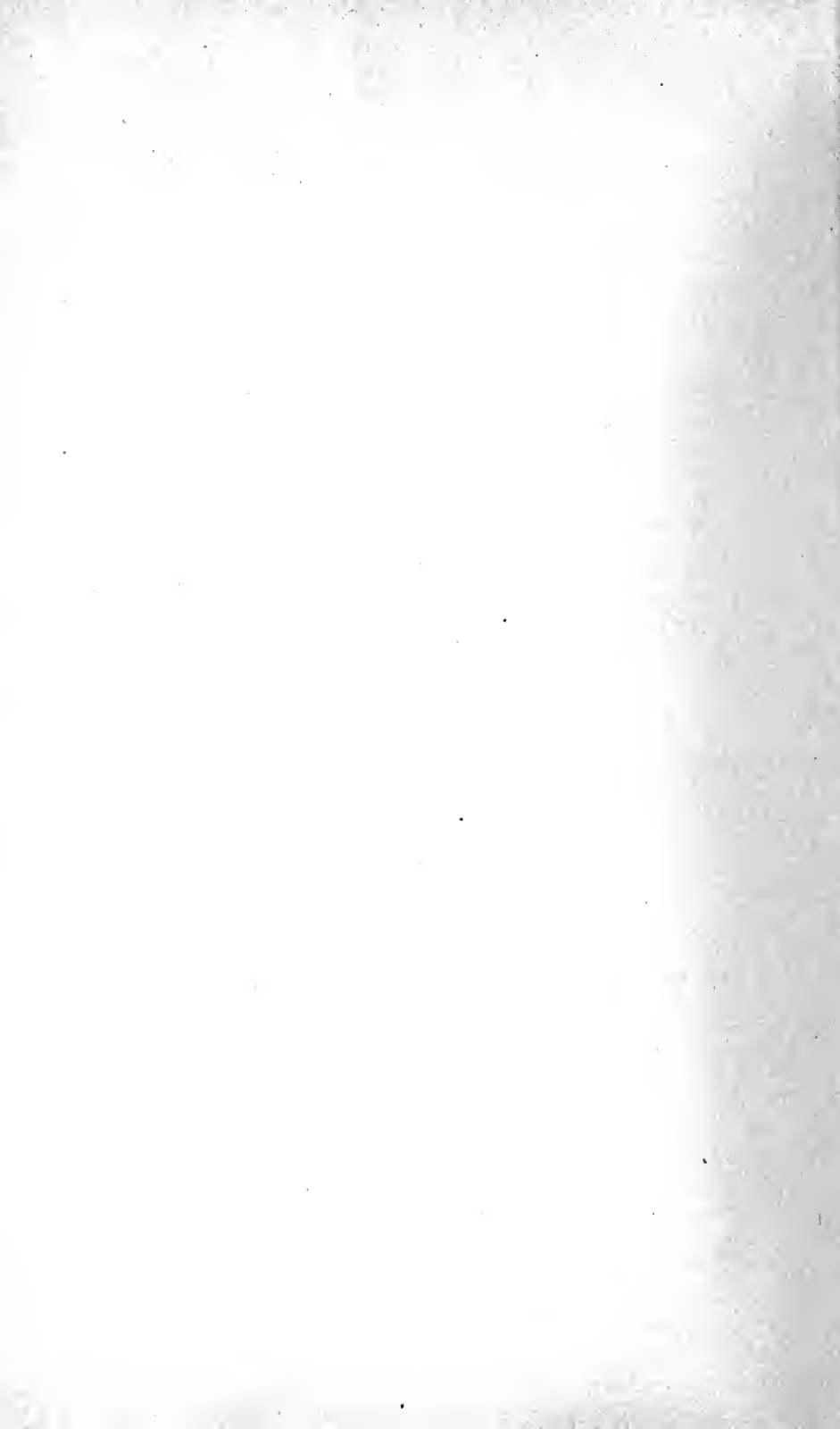
- I. Qualifications: Must be a man of good general education; accurate, rapid; must possess special training in bookkeeping and elementary accounting. Accurate in figures.
- II. Promotion: May be promoted to assistant auditor. May be promoted from bookkeeper in front of the house.
- III. Duties:
 - a. Audits reports from other departments on money turned over.
 - b. Makes report of such audits to Auditor.
 - c. Checks, verifies reports, etc.
- IV. Hours: Eight to ten hours work day.

OCCUPATIONAL ANALYSIS OF FILE CLERK

- I. Qualifications: Must possess good intelligence; should be well trained in the filing systems and devices; should be rapid and careful.
- II. Promotion: No particular line of promotion. Employed from general labor market.
- III. Duties:
 - a. Files letters and carbon copies of replies.
 - b. Secures information from files for employes when desired.
 - c. Files telegrams, etc.
- IV. Hours: Eight to ten hours work day.

PART VII.

**ANALYSIS OF OCCUPATIONS AND AD-
VANCE MATERIAL FOR THE DEVEL-
OPMENT OF TRAINING CENTERS
FOR EMPLOYEES IN THE
COMPTROLLER'S DE-
PARTMENT**



COMPTROLLER'S DEPARTMENT

Classification of Comptroller's Department

- I. Staff of employes in the department.
 - a. Comptroller.
 - b. Assistant comptroller.
 - c. File clerks.
 - d. Checkers.
 - 1. Valet checkers.
 - 2. Food checkers.
- II. Responsibility of comptroller.
 - a. Employment and personnel of working force.
 - b. Hires.
 - c. Places.
 - d. Disciplines or discharges.
 - e. Supervises employes' work.
 - f. Devises means and methods of improvement of work.
 - g. Delegates proper authority to proper individuals.
- III. Co-operates with other departments.
 - a. With grill room and restaurants.
 - b. With heads of other departments to secure proper co-operation.
 - c. With employes of other departments.
 - d. With front of the house in making proper charges on approved checks, etc.
- IV. For instruction of help.
 - a. Inducting new workers by assignment to duty under experienced help.
 - b. Informing employes of general policies of the department.
 - c. Providing special instruction to meet the change in policies of the departments, etc.

OCCUPATIONAL ANALYSIS OF COMPTROLLER

- I. Qualifications: Must be a man of maturity; excellent education; good judgment; must be an executive; must possess good administrative ability.
- II. Promotion: May be promoted from assistant auditor or assistant comptroller.
- III. Management and Supervision:
 - a. Hires employes in the department.
 - b. Discharges.
 - c. Makes assignment of employes.
 - d. Arranges time of work.
 - e. Responsible for systems used in the department.
 - f. Has general supervision of employes in the department.
 - g. Consults with heads of other departments to establish proper relations—contact is frequent.
 - h. Has charge of issuance of service checks.
 - i. Remands checks with errors to department in which error occurred for adjustment.
 - j. Makes general recapitulation of day's business for the general management or auditor.

VOCATIONAL EDUCATION IN THE HOTEL BUSINESS

- IV. Records:
 - a. Files of daily receipts.
 - b. Files of daily recapitulations.
- V. Instruction:
 - a. Instructs new help.
 - b. Delegates instructional duties to assistant auditor or other members of the staff.
- VI. Hours:
 - a. Eight to ten hour work day.

OCCUPATIONAL ANALYSIS OF ASSISTANT COMPTROLLER

- I. Qualifications: About the same as those of comptroller.
- II. Promotion: No regular line of promotion; may be promoted from assistant auditor. Any individual meeting the particular requirements of this job may be transferred to this position. Must be familiar with systems employed.
- III. Duties:
 - a. The duties of the assistant comptroller are very much the same as of the comptroller; he works under the immediate supervision of the comptroller, and acts as directed by the comptroller.
 - b. His specific duties are supervision of the work of the file clerks.
 - c. Supervision of the work of the valet, food and taxi checkers.
 - d. Instructs new help, as occasion requires.
 - e. Notifies proper heads of errors found in food checks.
 - f. Uses calculating machine.
- IV. Hours:
 - a. Eight to ten hour work day.

OCCUPATIONAL ANALYSIS OF FILE CLERK

- I. Qualifications: As a general rule, a woman is employed for this position. Must be a girl of at least 18 years of age, with good general education. Business training is not required, but desirable. Must be familiar with all types of filing systems.
- II. Promotion: No particular line of promotion. May be employed from open labor market.
- III. Duties:
 - a. Receives papers for filing.
 - b. Files service checks and memoranda relating to same.
 - c. Secures information from files as desired.
- IV. Hours:
 - a. Eight to ten hour work day.

OCCUPATIONAL ANALYSIS OF CHECKER

- I. Qualifications: Must be rapid, accurate; should have general business training.
- II. Promotion: No particular line of promotion; may be employed from open labor market.
- III. Duties:
 - a. Verifies and approves food checks from restaurants and grill room.
 - b. Verifies valet checks.
 - c. Verifies taxi checks.
 - d. Reports errors to comptroller.
 - e. Makes daily recapitulations of checks she handles.
 - f. Uses calculating machines.
- IV. Hours:
 - a. Eight to ten hour work day.

PART VIII.

THE STEWARDING DEPARTMENT

ANALYSIS OF OCCUPATIONS AND ADVANCE MATERIAL FOR THE DEVELOPMENT OF TRAINING CENTERS FOR STEWARDS AND EMPLOYEES IN THE STEWARD'S DEPARTMENT IN HOTELS AND RESTAURANTS

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Introduction

The information in this part of the report has been obtained from a study of the steward's department of nine different hotels. These hotels include the commercial and apartment types; small ones of approximately four hundred rooms and others of 1600 rooms; hotels which cater mainly to their permanent guests, while others specialize on transients, banquets, and social functions. All hotels used the European plan.

Some of the hotels were reticent in permitting interviews because of one reason or another, but most of them listened attentively to the purpose of the study and gave their hearty and courteous co-operation. Much of the information could not be obtained by interview, but had to be secured by personal observation. Many employes, skillful and efficient, were unable to tell the details of their work.

The time given to the survey was inadequate for a thorough study, but the information gathered should serve as a basis for further investigation into the possibilities of hotel and restaurant vocational training. The responsibilities, duties, and qualifications herein enumerated should be an index to the time required and the time required and the kind and content of instruction.

The duties and responsibilities of employes in the same work job were found similar, but the similarity is not so great as in some other departments. The kind and size of the hotel is a large determining factor. The qualifications of the department heads frequently determine their responsibilities. While it is true that in most hotels, the kitchen and the dining rooms are under the supervision of the steward, there are hotels where the usual duties of the steward are so divided between the chef and the head waiter, that the position of steward is a relatively minor one.

The payroll jobs depend upon the kind and size of the hotel, and the personnel as here enumerated indicate the work jobs of the moderate size New York city hotel.

Classification of Steward's Responsibilities

I. Staff and Personnel.

- Assistant Steward.
- Food Controller.
- Purchasing Agent.
- Checkers.
- Timekeepers.
- Steward's Bookkeeper.
- Receiving Clerks.
- Silver Men.
- Storeroom Men.
- Pantry Girls.
- Coffeemen.
- Dishwashers.
- Glass Men.
- Help's Waiter.
- Express or Kitchen Omnibus.
- Garbage Men.
- Yardmen.
- Locker Attendants.
- Ice men.

II. Equipment and Supplies.

- A. The buying of all foodstuff, china, glassware, utensils and whatever equipment is needed for the operation of kitchen, and general supplies for other departments.
- B. Repairs and replacements which are in any way connected with the kitchen, dining rooms, and pantries.
- C. Inspection and care of all silver, glassware, china in order that it may be in proper condition for the dining room.
- D. Guarding against breakage and disappearance of china, glassware and silverware. This is a difficult problem if employees are not honest.
- E. Inspection of all goods, foodstuffs, glassware, when received, so that goods are in good condition and quality up to standard.
- F. Disappearance of foodstuffs.
- G. Prices paid for goods and supplies received.
- H. Upkeep of things in use.

III. Supervision of Work, Employees and Service.

- A. Engages all help.
- B. Discharges or disciplines.
- C. Supervises all work, the manner in which employees conduct themselves, and their ability to do the work assigned to them.
- D. Exercises watchfulness and thoroughness at all times so that everyone is economical and careful. Nothing is to be stolen, wasted or given away.

- E. Checks up all employes to see that they are not late and punch time clock properly.
- F. Responsible for salaries paid to employes.
- G. Supervises the revision of bill of fare.
- H. Oversees all foodstuffs and dishes that pass the checker's desk to see that portions are right, proper dishes used and foods put up in a pleasing and appealing manner.
- I. Responsible for operations of checkers, that they do not overcharge or undercharge, or become careless and negligent.
- J. Constant care of ice boxes; proper operation, cleanliness, and replenishing of food.
- K. Guards against stealing by employes in kitchen, and employes in other departments, such as:
 - Delivery boys, maids, housemen.
 - Goods of any sort such as empty barrels, crockery, wastepaper, dried bread, grease, fat, swill, must be checked upon leaving building.
- L. Responsible for cleanliness of storeroom, dish pantry, hallways, help hall, locker room, salad pantry, ice boxes, kitchen, bakery and pastry room, glass pantry, lavatories and all rooms in back part of house.
- M. Often the kitchen proper comes under the steward's supervision; where such is the case, the steward is responsible for the preparation of the food, manner of handling it, various wastes and losses, manner of feeding employes, etc.
- N. Directly responsible for the washing, cleaning and drying of dishes after they enter the dish pantry, and of washing, cleaning and polishing of all silverware, condition and appearance of silverware and glassware.
- O. Menus and prices for private parties, banquets, dinners, buffet suppers and the like are under the direction of the steward. In a large hotel they are in charge of the banquet steward.
- P. Responsible for proper making and service of salads, fruits, fruitjuices, relishes, coffee, tea, toast, jam, etc.
- Q. In most hotels the steward is responsible for proper serving of guests in dining room.
- R. Delegates instructional duties to assistant steward and heads of departments.

IV. Co-Operation.

- A. With Chef and Head Waiter.
 - For one prepares the food and the other serves it.
- B. With Housekeeper.
 - 1. Feeding of employes in department.
 - 2. Securing general supplies for department, such as soap, brooms, brushes, mops, etc. **Not Linen.**

C. With Auditor.

1. Reporting time record of employes for reckoning pay.
2. For checking and signing of all bills in department.
3. For summary report of prices paid, and prices received, showing percentage.
4. For sending checks to auditor on charge accounts.
5. Securing from management or auditor amount of overhead expenses so as to determine the amount to be charged for food.

D. With Management.

1. For the purchase of equipment other than food-stuffs and minor things.
2. For the operation and service of entire department.

E. With House Detectives.

1. For preventing loss of silverware and supplies.
2. For watching questionable or suspicious conduct of employes.

F. With Engineering Department.

1. For minor repairs; including carpentry work, electric fixtures, plumbing, etc.

G. With Chief Clerk.

1. For daily house count and information of gatherings and conventions.

V. Training (under direction of assistant steward).

A. Unorganized or ordinary green help.

Kind: Help who seek a job with no definite aim.

Method: The training is given by the head of the department in which the employe works. If the employe enters the silver room, he is directly in charge of the head silver man, if in the pantry, under the head pantry man. All employes learn by doing. There is no class instruction.

Result: The employe learns the work of the department and usually remains there.

Note: It frequently happens that young men enter in this way. They become interested and ambitious. By evening work they secure a broader education. They learn the work of the other departments by observation and questions. During spare times, they assist others and in a few years you find them as assistant stewards, regardless from where they started.

B. Unorganized training for prospective assistant stewards.

Kind: Young men, common school education, with a definite aim.

Method: These men enter with the purpose of learning all the payroll jobs in the department. If enough ability and adaptability are shown, they can reach their goal. The man is required to work from three to six months in every department, depending upon his skill, and rapidity in learning. While in a department, he is responsible directly to the head of the department. The order of promotion depends partly on the need at the time, and partly upon the degree of difficulty, but he is required to work in all. The general order is dishwashing room, silver room, glass pantry, crockery room, salad pantry, coffeeman, helps hall man, storeroom man, checker, bookkeeper, receiving clerk, assistant steward.

Result: Most young men who enter this way reach their goal.

Occupational Analysis of Payroll Jobs in Steward's Department

I. STEWARD.

A. Kinds: Day steward, night steward, banquet steward.

Note: In most hotels his office is in the store room.

B. Promotion: Promoted from assistant steward or banquet steward, or purchasing agent or head waiter.

C. Qualifications and Requirements:

1. A good general education.
2. Must have executive ability, for the whole department is responsible to him.
3. Much experience in a similar position in another hotel; 10 to 15 years.
4. Previous banquet experience.
5. Should have worked up through the department. It is usually in this order: store room man, checker, receiving clerk, assistant steward, purchasing agent, and steward. Should have a general knowledge of the duties in detail of every employe in the back of the house.
6. Must be acquainted with the different dishwashing machines, especially the machine he finds in the hotel in which he applies; also the different silver cleaning machines, and know how to operate them.
7. Should know the different kinds of dishes, often how they are prepared, whether they are properly garnished, proper ingredients used and whether they are put up in proper fashion. Should have a general knowledge of all cooking. He need not be an expert in any particular branch of cooking, but he should know how all dishes are prepared.
8. Know the work jobs of every man under him, in order to supervise his work properly.
9. Know how to care for foodstuffs, vegetables, fruit, celery, berries, melons to the best advantage.
10. Know when various fowl and fish are in season and out of season, also fruit and vegetables, so that they can be secured in time.
11. Know how to make good coffee, good fruit and vegetable salads.

12. Know the different brands of canned and bottled goods.
13. Know wholesale prices of food in the open market.
14. Knowledge of foreign languages is helpful as many employes are foreigners.
15. Know the difference between good and poor service.
16. Honesty and integrity are essential.

D. Duties:

1. Equipment and supplies:
 - a. Buys all foodstuffs, groceries, meats, poultry, fish, china, glassware, crockery, silverware, and various utensils such as pots and pans used for the operation of the kitchen; also general supplies such as ammonia, cleaning powder, paper, twine, mops, brooms, brushes, soap, pitchers, and lavatory supplies for the whole house.
 - b. Buys supplies for banquet service.
 - c. In buying equipment, he does so without notice from anyone in all small jobs, but if the expense entails several hundred dollars, he consults the manager.
 - d. Compares prices of various dealers and buys standard quality at lowest price.
 - e. Keeps a constant check on the foodstuffs received and food consumed.
 - f. Insists upon supplies being issued only on requisition, and proper charges made, exercising care that not too much is issued at one time.
 - g. Keeps in constant touch with the general market condition in order that new goods can be obtained as soon as they are in season.
2. Supervision of Work and Personnel.
 - a. Engages all help—advertises for help.
 - b. Assigns them to duty.
 - c. Discharges help or disciplines same.
 - d. O. K.s all time cards for payroll purposes.
 - e. Revises constantly the bill of fare, to add new dishes, eliminate others, according to season, or give it an appearance of freshness, and newness. This may be done by the chef.
 - f. Determines the price to be charged for the different dishes on the bill of fare.
 - g. Makes out a portion sheet.
 - h. Checks and O. K.s all bills and invoices after goods are received, to see that prices, quality, and quantity are as they should be.
 - i. Corrects all complaints and criticisms as to preparation of food, serving of food, and service rendered to guest in dining room.
 - j. Signs all contracts with his employees.
3. Co-operation.

Between the steward, the chef, and the head waiter, there must be constant and close co-operation. The departments are so closely connected in the buying, preparing and serving of food, that unless harmony exists, the work in the back of the house is a failure.
4. Records.
 - a. Keeps a daily record of goods purchased and goods sold, prices paid and prices received. Where a food controller is employed, this is part of his duty.

- b. Makes a monthly report to the management of things bought and things consumed, showing all expenditures, receipts, losses, supplies on hand, etc.
- c. Keeps a time book, with names of employes, addresses, wages, and dates when employed.
- d. Keeps a record of all complaints that at the end of the month he knows the number and kind of complaints.

II. ASSISTANT STEWARD.

A. Kind. Pantry steward, kitchen steward or kitchen controller.

B. Promotion: Promoted from receiving clerk or head storeroom man or purchasing agent to steward.

C. Qualifications:

- 1. Equivalent of common school education.
- 2. Experience in every payroll job in the department. The most important of which are storeroom man, checker, and receiving clerk.

D. Duties.

- 1. This man is in direct charge of all employes. He instructs green help directly or through department heads. He designates the hours employes are on duty and provides substitutes for absent ones.
- 2. His first inspection in the morning is usually the employe's dining room. Then the coffee and salad pantries, the bake shop and the kitchen to see that food is on hand and ready to serve. The dish, silver and glass pantries are then examined to see that every thing is clean and in order.
- 3. Inspects washrooms, locker rooms, storerooms, ice rooms, garbage cans, etc.
- 4. Most of this man's time is spent in supervising and directing work. Orders may be given in writing.
- 5. Responsible for behavior and proper conduct of employes.
- 6. Guards against stealing.
- 7. Co-operates with engineer for repairs on kitchen and pantry equipment, machines, motors, urns, heaters, etc.
- 8. Keeps close watch of checkers, that every item of food that goes out of kitchen is properly checked and charged.
- 9. Guards against putting usable returned food or silverware into garbage cans.
- 10. Keeps a record in a separate book of what is served every day, how many portions, how often per week, and the demand for it. The greater the demand the more often per week the dish is prepared.
- 11. Keeps a record of breakage and loss of food, charging department responsible for it. Eliminates waste and leaks.
- 12. Responsible for sufficient number of dishwashers, expressmen, yardmen, and the like. The more important jobs as checker, receiving clerk, pantry girls, are filled by the steward directly.
- 13. In absence of steward, he has charge of department

III. PURCHASING AGENT.

In a few of the large hotels or in hotels that have been consolidated under one management, a purchasing agent is employed. The man must have the same qualifications as the steward, and relieves him of the ordering and purchasing of supplies and foodstuffs. In this outline, the duties of the purchasing agent are included in those of the steward.

VI. FOOD CONTROLLER.

A. Qualifications: Same as receiving clerk.

B. Duties:

1. Keeps an accurate record of everything bought under the name of food and the price paid for it. A record of everything sold in the food line and the price received for it. The record is usually kept on a large sheet.
2. After food comptroller receives the bill he records on the sheet the kind and quantity bought and the price paid for it. After the food is sold to the guest, the price received for it as shown by the checks is recorded. In this way he can tell the percentage made and trace the loss of food.
3. Record sheets are made out every day or every other day, depending upon size of hotels.
4. The food is charged to the different departments using it, as the kitchen proper, pantry, pastry and icecream, bakery, dining room, employes. The last item on the sheet is the sum or recapitulation.
5. Besides containing the daily food prices, moneys paid and received, the record sheet contains the sum of all previous days for the month. Thus on the 20th of April the sheet indicates the price paid for pork for the whole month, the department using it, and the sum received according to the portions sold.

V. CHECKERS.

A. Kind: Kitchen comptroller, head checker, captain checker, checker.

Note: Men or women.

B. Promotion: Promoted from pantry man or store room man to checker, head checker, receiving clerk, to assistant steward.

C. Qualifications:

1. Honest.
2. Experience—1 year, 2 years.
3. Common school education with a good memory.
4. Know different kinds of dishes.
5. Know the price of each dish. This he obtains from the bill of fare.
6. Know proper portion and quality.
7. Know the proper plate to be used with food served.

D. Duties:

1. Watches every waiter that goes in and out of the kitchen, as well as everybody else, to see that all food taken is accounted for.
2. Checks every article of food leaving kitchen. No food leaves kitchen without being checked.
3. Puts amount of each item on the check with machine. The amount he obtains from the bill of fare. Waiters are thus prevented from overcharging or undercharging. He does not foot the amounts. This is left for the cashier in dining room.

4. Sees that portion and quality is right, for frequently waiters try and obtain a larger portion or even two portions for a guest who is liberal with his tips.
5. Proper plates must be used with the food served. Discourages special service to particular individuals and always sees that the service is the best and cleanest that can be obtained for everyone.
6. Frequently in filling an order of meat, the waiter gives the order to the checker. The checker makes out order, signs it, and sends it to butcher, so that waiter may obtain it for cook.
7. Assigns checks to waiters according to number.
8. Hands checks to waiters, keeping an exact record of the number of checks for each waiter and the check number. This work may be done by cashier in dining room or a head checker. After meal is served, unused checks are returned to checker.
9. Checks are secured by requisition through steward's department.

Note: The Captain Checker has charge of a station of checkers.

The Head Checker supervises the work of all checkers and assigns checkers to stations. He also keeps a record of the number of checks that he gives to each waiter. Checks are all numbered, and an accurate list is kept. If a check is lost, head checker is responsible, and must find out why and who lost the check.

VI. RECEIVING CLERK.

- A. Kinds: Receiving clerk, assistant clerk, bookkeepers, and helpers.
- B. Number: Depends upon size of hotel.
- C. Promotion: Promoted from assistant clerk, storeroom man, or checker. Promoted to purchasing agent, food comptroller or assistant steward.
- D. Qualifications:
 1. Common school education, a little bookkeeping and simple arithmetic.
 2. Know the different kinds and brands of canned and bottled goods.
 3. Know the different kinds and quality of other food-stuffs.
 4. Know the difference between good and poor supplies.
 5. Know the particular type of goods which is necessary for the house.
- E. Duties:
 1. He receives all supplies purchased by the steward or purchasing agent, which he must weigh, measure or check.
 2. He examines the goods to determine whether the quality, quantity and price are right. If a mistake has been made, it must be rectified before the goods can be accepted.
 3. If accepted the bill is received with the goods and a record made of the kind and quantity received. This is done in a book or on a sheet. The bill is checked and sent to the steward for signature and then routed to the auditor.
 4. The goods and supplies are sent to the store room or ice boxes.

5. As the supplies are received, a record is made in duplicate on a sheet. At the end of the day, one sheet is sent to the auditor and the other is kept on file in the office of the receiving clerk.
6. If the supplies in the store room or ice boxes are low, or if a certain department needs supplies, a triplicate order is made. One is kept by the department ordering it, one is kept by the receiving clerk and the other is sent to the steward or purchasing agent. When the goods are received, it must be the same as the goods ordered.
7. If any changes occur at the time of receiving, a credit memorandum is made in duplicate—one is sent to the auditor and the other given to the party delivering the goods.
8. Not only are the steward's supplies received by the receiving clerk, but also general supplies for the housekeeper, engineer or other departments.

VII. STEWARD'S BOOKKEEPER.

- A. Promotion: From store room man; promoted to receiving clerk.

Note: The steward's bookkeeper and the storekeeper's bookkeeper are frequently the same person.

B. Qualifications:

1. Equivalent to a common school education, a knowledge of simple bookkeeping and arithmetic.
2. Some experience in kitchen work. He should have a knowledge of the work in the pantry checking system, and general details of the kitchen.

C. Duties:

1. Receives all the requisitions from the store room man, charging each commodity thereon to the department receiving the goods.
2. Keeps a record of everything received by the receiving clerk and stored in the iceboxes and stock rooms.
3. Keeps a perpetual inventory, adding to this as goods are received and deducting from it as goods are given out. By this inventory a constant check is held over the store room and iceboxes so that any shortage can be discovered immediately. By virtue of this constant checking both as to price and quantity, the bookkeeper will notice instantly any discrepancy which may come in due to lost or misplaced requisitions. Shortage of requisitions may be due to carelessness or negligence on the part of the storekeeper, or may be caused by some department getting goods in a rush, promising requisitions later and forgetting them.
4. Assists in the work of the other departments.

VIII. TIMEKEEPER.

A. Qualifications:

1. Reliable and honest.
2. Equivalent of a common school education.

B. Duties:

1. Prepares contract between employe and hotel, and has employe sign it with the wages agreed upon by the steward specified.

2. Issues time cards, properly numbered, to employes and keeps a record of same.
3. Makes all employes, especially those that comprise the rough labor, punch a time clock upon entering and leaving the house.
4. Watches employes leaving house to see that they do not carry goods away that do not belong to them. If packages are carried, they must be examined, if not stamped O. K. by their department head.
Halt strangers entering department to find out whom they wish to see and what they want.
6. Checks and verifies by signature the time record of employes for payroll purposes.
7. Assist paymaster on payday and at other times when employe desires to draw against his salary.

IX. STOREROOM MAN OR STOREKEEPER.

- A. Kinds. Storekeeper, assistant storekeeper, bookkeeper, helpers.
- B. Promotion: Promoted from helper to assistant storeroom man to storekeeper, to purchasing agent or clerk in front office.
- C. Qualifications and requirements.
 1. Know the various sizes and quality of goods.
 2. Know how to take care of perishable goods.
 3. Must know where each article is kept so that he can secure it quickly on request.
 4. Experience—1 year, work similar to grocery man.
 5. Equivalent to a common school education.
 6. Must know at all times how much food is in the storeroom, what kind of food, and where it is.
- D. Duties.
 1. Receives all goods after the receiving clerk is finished with them.
 2. Stores everything in the proper place in the storeroom or iceboxes. Definite rules are followed in doing this; canned or bottled goods may be arranged alphabetically, small cans in front of large ones, old stock in front of new stock, etc.
 3. Keeps a perpetual inventory. A careful record of the time, kind and quantity of goods received and the time, kind and quantity of goods issued out. This is done by the storekeeper's bookkeeper or steward's bookkeeper. They are frequently one and the same person.
 4. Issues all goods from the storeroom and iceboxes to other departments on requisition.
 5. Carefully weighs out foodstuffs or measures out liquid food, bought in bulk.
 6. Notifies the steward or the steward's bookkeeper when the amount of any commodity is getting low.
 7. Responsible at all times to the steward for goods in charge.
 8. Cleans storeroom assisted by yardman or helper.
 9. Close co-operation exists between the storekeeper and steward or purchasing agent.

X. SILVERMAN.

- A. Kinds: Head silverman, silverman, and helpers.
- B. Promotion: Promoted from helper or dishwasher to silverman. The head silverman is usually not promoted to

any other work. It takes time to train him, and when he is trained he usually remains there.

Note: A few hotels of the larger size do their own electro-plating and have their own silversmith.

C. Qualifications.

1. Know how to pack and run a silver-cleaning machine (Tahara).
2. Speak English.
3. Several years' experience as a helper in the silver room.
4. Helpers are employed as green help and in a few weeks learn to do the work.

D. Duties.

1. Washes, cleans, and polishes all silverware, such as platters, covers, pots, bowls, knives, forks, spoons, etc. Knives, forks and spoons are cleaned every night so that they are ready for use in the morning. Other articles such as platters, covers, pots, bowls, etc., are cleaned and polished on schedule. One day of the week is set aside for pots, another day for covers, another for platters, etc.
2. Cleans and polishes all trays.
3. Packs and operates a Tahara machine.
4. Keeps a record of the number of each kind of ware that goes in and out of his department.
5. Helpers carry the tray with the silverware from the dumbwaiter to the silver room.
6. Cleans the silver room.
7. Keeps tables, benches, troughs, and shelves clean.
8. Cleans Tahara machine.
9. Responsible for the proper appearance of all silver.

XI. PANTRY GIRLS.

A. Kind: Pantry girl, salad girl, coffee girl, assistant pantry girl.

3. Promotion from assistant pantry girl to pantry girl to checker.

C. Qualifications.

1. Clean, neat, economical.
2. Experience, several months necessary under proper direction to make salads properly.
3. Honest, so that they will not attempt to exchange things with cooks in the kitchen.
4. Ability to make salads quickly after order is received.
5. Know how to clean fruit, vegetables, such as lettuce and celery.
6. Peel oranges, grapefruit and the like and do so in a minimum amount of time.
7. Know how to make all fruit and vegetable salads, salads that look appetizing and taste delicious.
8. Know the proper dishes used for serving of the different salads.
9. Know the amount per portion to be served.

D. Duties.

1. Order from the storeroom and ice boxes fruit and vegetables required. The pantry is charged with the vegetables and fruit used.
2. Clean the fruit and vegetables used.

3. A certain quantity of fruit and vegetables will make a certain number of portions, the size of which is determined by weight. This portion sheet is made by the steward.
4. The head pantry man is held responsible for supplies issued to him.
5. In a large hotel, they frequently serve the coffee. They do not make it.
6. Make the dressings that go on the salads, French, mayonnaise, etc.
7. No cooked vegetables are handled by them.
8. Prepare breakfast fruit.
9. Dish out the butter and serve the bread and rolls.
10. Serve all salads.
11. Serve such items as cheese, grapefruit, oranges, jams, etc.
12. In some hotels 50 to 60 kinds of salads are made by them.
13. Keep pantry and pantry refrigerators clean.

XII. COFFEEMAN.

- A. Kinds: Coffeeman, assistant coffeeman and helper.
- B. Promotion: Promoted from dishwasher to assistant coffee man, to coffee man. A good coffee man is usually not given another place. It takes times to train him and he is expected to remain there.

C. Qualifications.

1. One to two years' experience as assistant.
2. Ability to make good coffee, tea and cocoa.
3. Clean, careful, economical.
4. A steady and reliable man, one that will stick to the job.
5. Should take pride in making good coffee.
6. Enough English to understand instruction.

D. Duties:

1. Prepares coffee, tea and cocoa.
2. Warms milk and makes toast. Toast is frequently made by a cook in the kitchen.
3. Regulates his work in the making of the coffee that the liquid in the urn will not stand more than 45 minutes at a time, for coffee held longer becomes stale and bitter.
4. The coffeeman and pantry girls are usually working side by side and in small houses one woman does the work of all.
5. Serves the coffee, tea, cocoa and milk.
6. Serves the bread, rolls, and butter. This is frequently done by the pantry girls.
7. Frequently assists the store room man.
8. Takes care of the urns, is at all times responsible for the operation of the gauges, for tight valves and connections.
9. Cleans the inside and outside of urns daily so that the urn is kept in a sweet and wholesome condition. Twice a week the coffee urn is cleaned by bicarbonate of soda.
10. Polishes the urns.
11. Cleans place around which he works.

XIII. GLASS MAN.

- A. Promotion: Green help—no experience.
The work depends upon the hotel. In some the glass-man is a regular dishwasher, whereas in others there is a glass pantry and some experience is required.
- B. Qualifications: No experience. Can be told how to do the work in a few weeks.
- C. Duties:
Note: The details of this man's duty differ in different hotels, depending upon the size, equipment, location and department. In some hotels the glasses are washed downstairs by hand or run through the dish-washing machine in the regular way. In some hotels the glass pantry is part of the dish pantry, while in other hotels the glass pantry is separated and away from the dish pantry, where the glasses are washed separately.
 - 1. The glass man gets the tray containing glasses and teapots from the dumb waiter or dish pantry man.
 - 2. Washes glasses.
 - 3. Rinses them.
 - 4. Dries them.
 - 5. Puts them on shelf ready for use of waiter or busboy.
 - 6. Cleans floor, shelves, closets, tables, sinks and faucets of glass pantry.

XIV. HELPS WAITER.

- A. Kind: Waiters and waitresses for second and third class officers and employes served in the kitchen (first class officers are served in dining room).
- B. Qualifications: No experience—waitresses of employes are usually of foreign extraction, because of the servial nature and menial characterization of the work. For second and third class officers, enough English to understand orders and directions. Note: Time to learn—a few weeks.
- C. Duties:
 - 1. Officers' waiter.
 - a. Gets checks from checker.
 - b. Obtains order.
 - c. Writes order on checks.
 - d. Orders the food in the kitchen.
 - e. Obtains food and checks it out in the regular way.
 - f. Serves the food.
 - g. Clears dishes away and puts them in the dish pantry.
 - h. Cleans tables and benches.
 - 2. Employes (rough labor in each department):
 - a. Food for employes is delivered in bulk from the kitchen and served out in family style.
 - b. Clears table and takes dishes to pantry table.
 - c. Cleans tables and benches.
 - d. Cleans help's hall room.

XV. DISH WASHERS.

- A. Kind: Head dish washer, dishwashers and helpers.
Note: In large hotels, the head dishwasher cares for and operates the machine, cleans and oils it, and makes all mechanical repairs. He directs all washing and cleaning. Instructs help to prevent breakage.

B. Qualifications:

No experience is needed for helpers or dishwashers. Care in handling dishes is required. Men must be able to follow directions of head dishwasher. Process should be learned in a few weeks. For head dishwasher, experience is necessary and a little mechanical skill.

C. Promotion: Helper, dishwasher, operator, head dishwasher.

Duties:

1. Makes soap and water solution.
2. Cleans the remains of dishes.
3. Puts remains in barrels or garbage cans.
4. Puts dishes in machines, carries dishes on table in front of machine.
5. Puts dishes in machine. Note: Experience is here required.
6. Dishes are taken and dried as they come from machine or are put in heater for drying.
7. Dishes are taken from heater and put on shelves, for use of waiters, cooks, etc.
8. Dishes of the same kind are always piled together.
9. Cleans tables and floor about them.
10. Cleans machine and entire pantry.
11. Constant care in handling dishes.
12. Cleanliness of dish towels and clothing on person must be maintained.

XVI. EXPRESS OR KITCHEN OMNIBUS.

A. Qualifications: No experience is necessary—green help is employed—enough English to understand directions.

B. Work:

1. Takes clean dishes after dried by dishwashers or heaters and returns them to their place in pantry shelf or kitchen at a place where they are convenient for the next employe to use them. Service must not be interrupted for lack of dishes.
2. Carries and delivers goods to and from store room iceboxes, kitchen and pantry as ordered, on requisition by the department using goods.
3. Assists the work of the glass man, dishwasher or yardman.
4. This man is "jack of all trades," and does any work that he can and is directed to do.
5. This work may be done by one or more of the other helpers that comprise the rough labor in the steward's department.

XVII. LOCKER ATTENDANT.

A. Qualifications: No experience—a responsible man willing to work and keep things in an orderly condition can be taught in a week's time as to duties and how to perform them.

B. Duties:

1. Keeps each locker in a good working condition and intact.
2. Responsible for all keys to lockers and issues them to employes for a nominal charge.
3. Issues one key for each locker.
4. Keeps a record of the name of each worker and number of locker and key assigned to him.

5. Collects keys in case an employe resigns or is discharged.
6. Guards against loss of keys and the possibility of someone getting a key to a locker not his own.
7. Keeps locker room clean.
8. Keeps lockers clean. Guards against accumulation of soiled clothing.
9. Fumigates room and lockers when necessary.
10. Keeps washroom clean, sanitary and in proper condition.
11. Cleans washbowls, lavatories and urinals.
12. Supplies washroom with soap and paper towels. He obtains these from store room on requisition.
13. The work of this man is frequently combined with the iceman or yardman.

XVIII. GARBAGEMAN.

- A. Promotion: Promoted to dishwasher.
- B. Qualifications: No experience is necessary. Willing to work and follow directions. It takes but a few days to tell the employe what to do and do it correctly. Foreigners with little knowledge of English are employed for this work.
- C. Duties:
 1. Takes the barrels with the swill or garbage from the dish pantry up the elevator and out of the hotel.
 2. Empties the garbage from the barrels at night and rakes over the swill to find any china or silverware that may be in and removes them.
 3. Replaces swill in cans and places them on side street or sidewalk ready for the garbage man.
 4. Returns empty barrels to kitchen and dish pantry.
 5. This man does odds and ends.
 6. The work of yardman and garbageman are frequently combined in one person.

XIX. YARDMAN.

- A. Qualifications: No experience is necessary—can be taught in a week's time. Directions are given by an experienced yardman or one of the assistant's stewards.
- B. Duties:
 1. Cleans, sweeps and scrubs the floors, kitchen and hallways.
 2. Fills the fire pails with water.
 3. Takes the barrels with rubbish and broken bottles out of building and puts them on side street or sidewalk.
 4. Replaces filled barrels with empty ones.
 5. This is the general clean-up man.
 6. In a small hotel, the work of this man, together with that of the garbage man and locker attendant is done by one man, or the work of the yardman and ice man may be combined, or the yardman and locker attendant.
 7. This man does odds and ends.

Salaries

The lowest paid workers in the Steward's Department, are the dishwashers, yardmen, silverman's helper, firemen, pot-washers,

swillmen, and iccman. The salary for these helpers is from forty to fifty dollars a month and meals. The salaries then increase in the following order:

Glassman,
Silverman,
Pantryman,
Coffeeman.
Store room man,
Checkers,
Receiving Clerk,
Assistant Steward,
Steward.

This does not include the service such as head pantryman, head silverman, etc.

If these are included, the order differs.

The salary of assistant steward ranges from one hundred to one hundred and fifty dollars a month and meals. The salary of the steward depends upon his efficiency and responsibility and ranges from one hundred and fifty to three hundred dollars a month and meals. This does not include a few high salaried stewards.

Order of Promotion

In interviewing the stewards concerning the length of apprenticeship employes should have in the different jobs, the time specified was so long that it would take ten to fifteen years to become an assistant steward. This and similar questions were put to them:

"If you were to take a young man in training to become an assistant steward, a man, ambitious, with the necessary fundamental education, what age would you prefer the man to be, what would be your order of promotion, and how long would you keep him on each work job?"

The answers to this and similar questions differed, but the average age, time, qualifications, and order of promotion may be here indicated:

QUALIFICATIONS:

The qualifications necessary for a young man to enter training as an assistant steward are as follows:

1. Age: from 16 to 20 years.
2. Ambitious and anxious to learn the steward's job.
A liking for the work is essential.
3. One not afraid of long hours.
4. The equivalent of a high school education. If not, evening study should be continued until this is attained. The high school course should be commercial in character, and include bookkeeping and commercial arithmetic.

TIME REQUIRED AND ORDER OF PROMOTION:

1. A few weeks as a dish washer.
2. A few weeks at every unskilled job in the department.
3. A month in the silver room.
4. A month in the glass pantry.
5. Three months in the salad pantry.
6. Three months as a coffeeman.
7. Six months to one year as a store room man.
8. One year as a checker.
9. Three to six months as a receiving clerk.
10. Three to six months as a food controller, if this office exists.
11. If the young man has studied all this time, he should be ready to become an assistant steward. A very ambitious young man should complete this training in three years' time. The time required as assistant steward depends upon the man.

Suggestions

The stewards interviewed expressed the opinion that the idea of providing training for hotel employees in the back end of the house, was a good one, and a need existed.

Conferences should be held with stewards for suggestions as to method, procedure, length of time, order of promotion, and content of instructions.

The training should be given in a hotel under normal working conditions under the direction of a capable steward.

The work during apprenticeship should be supplemented by group instruction. Many difficulties can be overcome and explained at this time.

No organized training for employees in the steward's department was found in any of the hotels surveyed.

PART IX.

THE ENGINEERING DEPARTMENT.

ANALYSIS OF OCCUPATIONS
and
ADVANCE MATERIAL FOR THE
DEVELOPMENT OF TRAINING CENTERS
IN HOTELS
FOR ENGINEERS AND STAFF IN ENGI-
NEERING DEPARTMENT

Table of Contents

1. Introduction.
2. Payroll Jobs.
3. Responsibilities of Chief Engineer.
4. Occupational Analysis of the following Work Jobs :

Chief Engineer,	Electrician,
Assistant Engineer,	Head Plumber,
Watch Engineer,	Plumber,
Engineer's Clerk,	Carpenter,
Oiler,	Elevator Mechanic,
Fireman,	Ice Machine Man.
Coal Passer,	
5. Salaries, Order of Promotion and Time Required for Training.

Introduction

The information in this part of the report was obtained from the study of the engineer's department of six different hotels. These hotels include the commercial and apartment types. The smallest one contained six hundred rooms, and the largest one fourteen hundred rooms.

Some of the hotels were reticent in permitting interviews because of one reason or another, but most of them listened attentively to the purpose of the study, and gave their hearty and courteous cooperation. The information was secured by interviews and observation.

The time given to the survey was inadequate. The refrigeration system, alone, should be given as much time as was given to the entire study. The engineering department is varied as it is complex, including not only the engineering proper, covering heat, light, power and ventilation, but also the painter, the carpenter, the plumber, the mason, the upholsterer, the locksmith, the boiler maker, all responsible to the chief engineer.

Three of the hotels surveyed make all new installations, all repairs, and minor changes in construction. In the rest, the engineering department is concerned only in the proper operation and maintenance of the plant. New installations and large alterations are made by outside contractors.

The size of the hotel and the work required determine the number of work jobs in the department.

Responsibilities of Chief Engineer

A. STAFF AND PERSONNEL:

Assistant Engineer.	Carpenter.
Watch Engineer.	Plumber.
Oiler.	Painter.
Fireman.	Steamfitter.
Coal Passer.	Machinist.
Clerk.	Iceman.
Electrician.	

B. MANAGEMENT:

This man supervises the work of all his staff of assistants. He is responsible for the installation, operation and maintenance of boilers, engines, pumps; and other equipment used for lighting, heating, ventilating; for refrigeration, sewerage, and elevator service; for the upkeep and operation of all mechanical units; for the organization of the entire department.

CHIEF ENGINEER

A. Promotion: Promoted from assistant engineer.

B. Qualifications and Requirements:

1. Stationary engineer's license.
2. Five to ten years' experience in an engineering department in a hotel, apartment house or engineering plant.
3. Possess executive ability.
In a large hotel where the chief engineer is responsible for light, heat, power and refrigeration, he has a large force of assistants. He must organize this force into a co-ordinate unit and successfully direct their work.
4. Understand the different systems of ventilation and the different methods of refrigeration.
5. Should be a good machinist and electrician.
6. Ability to work from blue prints and supervise new installations.

C. Duties:

1. Purchase of Supplies.

The engineer purchases, order or requisitions all maintenance supplies; supplies for minor repairs, and materials used by carpenters, painters, plumbers, electricians, etc. If alterations or repair work on a large scale are contemplated, the engineer consults the manager.

2. Supervision:

- a. Hires and discharges help in his department.
- b. O. K.'s time cards of employees.
- c. Makes new installations.

In a small house the work of installing new machinery and equipment such as motors and engines, etc., is often done by outside contracts, but in a large hotel the chief engineer usually does the work. New installations of switchboards, generators and wiring are done by this man or by the head electrician.

- d. Holds the assistant engineer, watch engineer and department heads responsible for the proper operation of all mechanical equipment, for cleanliness and for economy in light, heat, power and refrigeration.
- e. Supervises repair work.

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- f. Responsible for the maintenance of the heating, lighting, ventilating and refrigerating equipments.
3. Inspection:
 - a. Boiler.

These are tested at intervals. The coal and ash are measured and a record made of gas, temperature, feed water temperature, cold water temperature, draft, steam pressure, etc.
 - b. Gas.

Gas is analyzed frequently to determine the percentage of carbon dioxide. This may be done by the assistant engineer or watch engineer.
 - c. Refrigerator.

This is an important duty of the engineer. Regardless of the system in use, the equipment must operate effectively and economically in order to preserve the foodstuffs. Proper ventilation and reduced temperature in iceboxes are required.
4. Records:
 - a. Log Sheet.

A log sheet is kept for the boiler and engine rooms. The following items may be specified:

 - Boiler Number.
 - Name of fireman.
 - Coal consumption.
 - Ash formed.
 - Water temperature.
 - Gas temperature.
 - Drafts at furnace and stack.
 - Carbon dioxide.

The average CO₂ must be calculated.
 - b. Repair Work.

The front office notifies the engineer by the telautograph or otherwise of repairs necessary. A duplicate order is made; one copy goes to the employee who does the work and the other is kept in the engineer's office. After the repairs are completed, the work done and time required are specified on the order and certified to by the clerk or engineer. In a family hotel where changes are made at the tenant's request, the cost will be put on the bill and charged to the tenant's account.
 - c. Inventory.

A record is kept of all supplies on hand, additions are made when supplies are received. The supplies are charged to the department using them.
 - d. Equipment.

In many engine rooms a record is kept of the entire equipment; engines, pumps, boilers, motors, generators, etc. The make and number is specified. A record of all tools may also be kept.
 - e. Time Cards.

Time cards are kept for all employees, showing the time of entering and leaving the department. Time cards must be certified to by the engineer for payroll purposes.
 - f. Coal, oil, chemicals, etc.

An exact record of the amount bought and prices paid and a daily and monthly consumption. The cost per month for one year can then be compared with the same month for the previous year.

6. Co-operation:

a. With the chef and steward.

1. For feeding the help.
2. For repairs to equipment, such as refrigerators and pipes.
3. For oiling and proper operation of machinery.
4. For sharpening utensils.
5. For proper light, heat and ventilation.
6. For a proper supply of ice.
7. For a proper temperature in refrigerators.
8. For any mechanical repairs on locks, lockers, shelves, tables, doors, etc.
9. For new work.

b. With the housekeeper.

1. For proper light, heat and ventilation.
2. For repairs on furniture.
3. For upholstering.
4. For repairs on doors, locks, keys, plumbing, radiators, pipes, electric fixtures, etc.

c. With auditor.

1. For payment of bills.
2. For payment of employees.

ASSISTANT ENGINEER

A. Promotion: Promoted from watch engineer, to assistant engineer, to chief engineer.

B. Qualifications and Requirements:

1. Hold a stationary engineer's license. In New York City, this can only be obtained after five years' experience in engine room.
2. Be a first-class machinist and have knowledge of related trades. Should be able to operate a lathe, planer, drill press and milling machine.
3. Knowledge of and experience in the construction and repairs of elevators, engines, boilers, pumps and other machinery.

C. Duties and Responsibilities:

1. This man supervises the engine room force, viz.: Oilers, firemen, elevator mechanics, boiler room men, machinists, watch engineers, etc. His position in the engine room is similar to the assistant steward in the steward's department. All employees are responsible to him.
2. Has charge of all repair work to engines, boilers, pumps, elevators, valves, shafts, crankshafts, bearings, steam pistons, connecting rods, blowers, etc.
3. Plans and lays out the work of the day.
4. Inspects daily, engines, boilers, and pumps, and is held responsible for their proper operation.
5. Since this man is directly responsible for the economical and efficient operation of plant, he makes recommendation to the chief of any changes necessary for such results.
6. Informs the chief of any breakdown in the system.
7. Supervises work of watch engineer and keeps a record of the coal, oil, grease, waste and ice consumption in the maintenance of the plant.
8. In the large hotels, he may hire and discharge help.

WATCH ENGINEER

A. Kinds: Day engineer, night engineer.

B. Promotion: Promoted from fireman to watch engineer, to assistant engineer.

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C. Qualifications and Requirements:

1. Stationary engineer's license.
In New York City, this can only be obtained after five years' experience.
2. Knowledge of the machinists' trade, of electricity and of high pressure boilers.

D. Duties:

This man has charge of the entire heating, lighting and ventilating systems, while he is on duty. This means that he supervises the work of oilers, firemen and coal passers. He makes all repairs, but only such repairs as are necessary for the proper operation of the plant. No general work. While on duty, he has also charge of the electric system and makes boiler tests. He is responsible for records and cleanliness.

While the work of the different watches is similar, the engineer on the night watch has a few different problems. The danger of fire is greater. His assistants should know what to do in such an emergency. The heating conditions are different, for low pressures are usually kept in boilers. The consumption of electricity must also be watched.

ENGINEER'S CLERK

A. Qualifications:

1. Honest.
2. Equivalent to common school education.
3. Know in a general way the work of each payroll job.

B. Duties:

1. Keeps records for chief engineer. This includes the time sheet for reconing pay, key files, stock room record, tool cards, orders for repairs, repairs made, equipment record, inventory record, bill record, and log book.
2. Makes out all orders for repairs. When notified by the front office by telautograph or otherwise, a duplicate order is made, one given to man executing the work and the other is kept on file. After repairs are made, a record is kept of the kind of repairs, time involved, cost and name of employes doing the work.
3. Keeps a record of the coal, gas, water, ice, oil, grease, electricity and chemicals consumed.

OILER

I. Kinds: Oiler and Assistants.

II. Promotion: Promoted from Fireman to Oiler to Watch Engineer.

III. Equipment and Supplies:

- A. Oils and greases.
- B. Various kinds of brass oil cans and grease cans.
- C. Waste for cleaning.
- D. Overalls and towels.

IV. Qualifications and Requirements:

- A. Two years' experience.
- B. Know the proper use of lubricating oils and greases, the proper amount, kinds used.
- C. Able to fill and adjust lubricators and hand oil pumps. Repairs same in case of breakage.
- D. Know what to do in case a bearing gets hot.

V. Duties:

- A. Cleans, oils and polishes engines and pumps; oils ice machines and elevators.

B. Cleans floor and walls of engine room.

Note: The oiling of machinery cannot be neglected. The work must be performed systematically, the oiler should therefore work on a definite schedule. This is done in many houses. The following is the schedule for the oilers on the night watch in the engine room of a New York City club.

Every Night:

Wipe off engines, screw down and refill all grease cups in flywheels and pumps; also grease cups on brine pumps, pneumatic tube machine, house pump and elevator pumps.

Monday:

Dust off the top of filters, tanks and all pipe lines in machine shop and pump room. Clean floor in machine shop.

Tuesday:

Bring down clean overalls from laundry, wipe off motor pumps, machine shop and elevator machinery with oily waste, clean floor.

Wednesday:

Shine brass in machine shop; clean glass in engineer's office, brine tank and entrance doors, clean floor.

Thursday:

Clean, oil and grease freight elevator, machinery, sheaves, guides, overhead and below and pits. Clean floor.

Friday:

Shine brass and bright work on No. 2 and No. 3 engines, gauge board and lanterns.

Saturday:

Wipe off wrenches and machine tools, and clean floor thoroughly.

C. Care must be taken that no oil is wasted, that no dirt, dust or grit will get into the bearings and no oil on the floor.

D. Elevators and cables must receive special care.

E. The oiler always takes the recommendations of the makers of the engines concerning time of oiling and kind of lubricant to be used.

F. Keeps a record of the amount of oil and grease used.

G. Besides the regular engine room duties, the oiler should care for the variety of kitchen machines.

H. At the request of the engineer, he may watch the temperatures and pressures of the boiler.

I. He notifies the engineer of any irregularities that he may see.

COAL PASSER

I. Qualifications:

No experience required—work can be learned in a short time. The coal passer should be a man physically strong.

II. Duties:

A. Trims coal and hauls it to fireman.

B. Pulls ash cans.

C. Hoists cans to sidewalk.

D. Places empty cans in front of boiler for refilling.

E. Dusts and polishes front of boilers.

F. Shines brass parts.

G. Sweeps floor and assists to keep boiler clean.

Note: In a modern hotel, this work is considerably simplified by conveyors, and the location of the coal bunkers in relation to the boilers.

FIREMAN

A. Kinds: Fireman and helpers.

B. Promotion: Promoted from coal passer to fireman to oiler.

C. Qualifications:

1. Three years' experience as assistant fireman.
2. A license as fireman.
3. Knowledge of the different parts of the boiler, how to start the fire, tend the fire, regulate the draft, operate water pumps or injectors, maintain proper pressure, clean boilers, etc.
4. How to burn the various grades of coal and obtain the best results.
5. What to do in case boiler pump breaks down and in case of fire.

D. Equipment and Supplies:

1. Gloves or hand rags.
2. Shovels.
3. Slice bar.
4. Hoe.
5. Ash cans.
6. Wheelbarrows.

E. Duties (the fireman's duties depend largely upon the size and kind of boilers in use. The high pressure water tube boilers are found in many hotels):

1. Starts the fire:
He inspects valves, gauges and pumps or injectors to see that they are in good working order. The boilers must contain water to the proper level. Care should be taken that the fire starts evenly because a quick hot fire on one side, or at one place only, may cause damage by uneven expansion. Sudden changes in temperature should be avoided.
2. Stokes the furnace:
The proper depth of fire is determined by the kind of boiler and grade of coal. As coal constitutes a great expense, it is to the interest of the fireman to be as economical as possible.
3. Regulates the draft:
The grade of coal, the kind of boiler, the cleanliness of the boiler, all determines the amount of draft to produce the required heat. The best adjustment can be made only by experience.
4. Cleans the fire:
Several ways may be used in getting the ash and clinkers from the grates.
5. Examines ash piles or cans for coke or unburned coal.
6. The feeding of boilers and the operation of injectors and pumps may be a part of his duty. Boilers are emptied and refilled on schedule time, and the water level tested by gauge cocks.
7. Cleans boilers:
The fireman is responsible for clean pipes. In large hotels boiler cleaners may do the work.
8. Keeps proper pressure in boilers.
9. Must be on the job constantly. Should not read during duty. In case of fire, draw fire and open safety valve.
10. Keeps a record of amount of coal burned and ash formed. This record is kept in the log book of the engine room.
11. Performs odd jobs as requested.

Note: "The following are the rules and regulations for the firemen of the engineering department of a New York City Club: "Firemen in connection with regular duties, are responsible for the general appearance of the boiler room, pump and tank room.

The coal consumption and ashes must be recorded on log in engine room at the end of each watch, also blowing down boilers and cleaning tubes to be entered and designated on log. At end of each watch, firemen are to place a bucket of coal in front of each boiler.

"Duties of firemen on each watch:

"First Watch—Blow down boilers, give each the required amount of compound, and thoroughly clean pump room.

"Second Watch—Pack pumps, see that they are properly lubricated, clean boiler tubes and oil separators.

"Third Watch—Polish brass in boiler and pump room."

ELECTRICIAN

A. Kinds: Chief electrician, electricians, helpers.

B. Promotion: Promoted from helper to electrician to chief electrician.

C. Qualifications and Requirements:

1. Electrician's license.
2. Know how to install new work to comply with the electric code. Know the law pertaining to violations of wiring code.
3. Knowledge of wiring and construction of switchboards, dynamos and motors. Know bell work, display lighting, elevator signal wires, etc.
4. Ability to read and work from blue prints.
5. Honesty is essential.
6. Three years' experience in a similar position or with some electrical concern.
7. Conversant with the market price of materials used.

D. Supplies Necessary:

Tool Bag	Wire Solder
Pocket Knife	Steel Tape
Screwdrivers	Friction Tape
Pliers	Monkey Wrench
Wood Saw	Pipe Wrench
Hack Saw	Tape Line
Ratchet Brace	Rule
Wood Bits	Hammer
Soldering Copper	Wood Chisel
Blow Torch	Cold Chisel
Soldering Paste	Star Drill

E. Duties and Responsibilities:

1. Maintains the electric system of the house.
2. Cleans and oils the generators and motors daily. Dust and grease should be removed from commutators and brushes. Surplus oil wiped off.
3. Cares for and operates generators and motors. Voltage in generators must be kept constant.
4. Repairs generator and motors. Rectifies short circuits, eliminates sparking at generator brushes, replaces worn out parts, etc.
5. Cares for the storage batteries. Cleans them and keeps the solution at proper density.
6. Supervises the operation of, maintains, and lubricates, the electric elevators. Constant inspection of the safety devices, brake springs and signal bells.
7. Makes an analysis of the lighting requirements of hallways, public rooms and lobbies.
8. Determines the strength of light used in the different parts of the hotel.
9. Compiles schedule for turning off and on lights.
10. Installs new motors and generators when necessary.

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11. Installs and repairs switchboards, motors, electric fans, signal bells, time clocks, annunciators and other electric devices. Repairs and assembles electric machines, laundry irons, curling irons, etc.
12. All inside and outside wiring is done by this man and assistants; new work and repair work; work is subject to inspection of Underwriters.
13. Locates and remedies short circuits. This is done by the process of elimination.
14. Special wiring for conventions and banquets is done. Lighting effects are produced according to requirements.
15. Keeps a record of instrument readings—voltmeters, ammeters, wattmeter—taken at intervals.
16. Purchases all electrical supplies or orders them through the chief engineer.
17. Keeps a daily record of work done, materials used and time required.

F. Co-operation:

1. With heads of department, for correct illumination, repairs, complaints, turning off lights, etc.

HEAD PLUMBER

A. Qualifications:

1. Hold a plumber's license.
2. Five or more years' experience.
3. A thorough knowledge of the plumbing trade and the sanitary code of city.
4. Understand the nature of sewer gases in order to direct intelligently the necessary repairs.

B. Duties and Responsibilities:

1. Supervises the installation of all gas, water, waste, soil and vent pipes.
2. Recommends changes for various plumbing work to the chief engineer.
3. Interprets blue prints for new work.
4. Plans the work for the plumbing crew and makes assignments.
5. Keeps a daily record of the work performed, and time required to do it.
6. Receives supplies from engineer by requisition.
7. Hires and discharges his help.

PLUMBER

A. Kinds: Head plumber, plumbers, helpers.

B. Promotion: Promoted from plumber's helper to plumber to head plumber.

C. Qualifications:

1. A thorough knowledge of the plumbing trade.
2. A knowledge of jobbing.
3. Understand the nature of sewer gases, and ability to make intelligent repairs.
4. Understand the sanitary code of city.
5. Ability to read blue prints.
6. Licensed by the City Examining Board of Plumbers.
7. Four years' experience—apprenticeship stipulated by trade.
8. Honesty is essential because he constantly has to go to the rooms of the guests.

D. Equipment and Supplies:

1. A set of plumber's tools, such as:

Hacksaw	Turn Pin
Compass Saw	Rule
Lead Saw	Solder Iron
Floor Chisel	Tap Borer
Cold Chisel	Monkey Wrench
Hammers	Screwdrivers
Pliers	Fibre Washers
Pipe Wrench	Screws
Shave Hook	Wire
Auger Bits	File
Ratchet Brace	Rasp
Pouring Ladle	Tape
Plumber's Snake	Waste for wiping water
Bending Pin	Tool Bag

E. Duties:

1. Installation of pipes for gas, water, waste, soil and vent lines.
 - a. Piping to and from water filters and water meters.
 - b. Piping for hot and cold water for domestic and culinary purposes.
 - c. Piping for ice boxes and refrigerators.
 - d. Cuts and fits pipes for ranges and boilers.
 - e. Piping for toilets and bathrooms.
 - f. Piping for laundry machines.
 - g. Placing of water and gas fixtures.
 - h. All waste water pipe lines.
2. Installation of washroom and bathroom accessories, as bathtubs, washbowls, flush tanks, etc.
3. Maintenance and Repair Work:
 - a. Repairs broken pipes.
 - b. Replaces old pipes with new ones.
 - c. Repairs leaky faucets, valves, joints.
 - d. Repairs or replaces toilet and bathroom accessories.
 - e. Inspects and repairs closet tanks.
 - f. Makes tests after repairs.
 - g. Performs odd jobs.

Note: In small hotels the plumber is called upon to maintain and repair steam pipes and perform the work of a steamfitter.

CARPENTER

- A. Kinds: Head carpenter, journeyman, helper.
- B. Promotion: Promoted from helper, journeyman to head carpenter.
- C. Qualifications and Requirements:
 1. Knowledge of the carpentry trade.
 2. Three years' experience.
 3. Ability to read from blue print.
 4. Honesty is essential as he is required to go to guests' rooms.

D. Equipment and Supplies:

The following is a suggestive list of tools necessary for a carpenter in a hotel. In large hotels, the outfit is more elaborate. The tools and supplies are received by ordering them through the chief engineer.

Rip Saw	Wrecking Bar
Cross Cut Saw	Nail Set
Hack Saw	Glass Cutter and
Keyhole Saw	Putty Knife
Jack Plane	Putty
Block Plane	Woodworker's Vise
Smoothing Plane	Carpenter's Bench
Square	Set of Files

Square
 Ordinary Square
 Wood Chisels (from $\frac{1}{4}$ to 2 in.)
 Gouge Chisel
 Cold Chisels
 Claw Hammer
 Hatchet
 Level
 Marking Gauge
 Screwdrivers
 Ratchet Bit Brace
 Set of Wood Bits
 Hand Drill
 Chalk Line and Chalk
 Floor Scraper

Wood Rasps
 Sand Paper and
 Emery Cloth
 Carpenter's Rule
 Wooden Mallet
 Cutting Nippers
 Tape Measure
 Grindstone
 Oilstone
 Whetstone
 Glue Pot and Glue
 Carpenter's Apron
 Clamps, Wood
 Miter Box and Buck Saw
 Tool Box

E. Duties and Responsibilities:

1. Plans and estimates new work. Amount of lumber and length of time is considered in cost.
2. Orders and requisitions supplies from chief engineer. He is held responsible for materials received and stock on hand. Wood for repairs on furniture, wood for shelves, partitions and flooring, nails, tacks, sandpaper, casters, hinges, blank keys, upholstery goods, etc., should always be kept on hand.
3. Maintains equipment in use.
4. Repairs floors, doors, sashes, moldings, window panes, furniture, locks, etc.
5. Builds partitions and scaffolds; rips up floors and lays new ones; sharpens saws and knives; makes form mold for various mechanical mixtures.
6. Makes and fits keys.
7. Cuts and fits glass for sashes, doors, picture frames and map frames; repairs sash cord and chains, places glass and reputies sash, etc.
8. Cares for tools, sharpens saws and knives.
9. Frequently he is asked to repair cracks in wood with glue, polish floors and repair veneer.
10. Keeps a record of work performed, time required and employes' names.

ELEVATOR MECHANICS

Elevator service is frequently a great source of complaint. All guests come in close contact with it, and therefore, in large hotels engineers hire elevator mechanics who give most of their time to the maintenance of this service.

They make all repairs on cables, pulleys, guides, brakes, motors, oil cups, safety devices, and such other machinery as may be necessary for the safety of the passengers. Builders of elevators usually give specific instructions as to maintenance and lubrication and the mechanics readily follow these directions.

The mechanics should have a knowledge of electric, steam and hydraulic elevators, gained through practical experience.

ICE MACHINE OPERATOR

The preservation of foodstuffs is a necessity. Ice and cold storage facilities must be provided. In large hotels a specific employe has charge of the operation of the ice machine. He may be called a refrigerating engineer.

Qualifications:

1. Know how to operate an ice machine regardless of the system of refrigeration in use.
2. Must be licensed to operate the same in New York City.

Duties:

1. Operates and lubricates the ice machine.
2. Charges same with ammonia.
3. Fills tank with brine.
4. Operates brine pumps and condensers.
5. Makes repairs on system.
6. Responsible for a certain tonnage of clear ice every day.

Time Required, Order of Promotion, and Salaries in the Engineering Department

The time required to become a stationary engineer in New York City is quite definite, because of the license required to operate in this capacity. Every engineer must be licensed by the Board of Examiners of the Police Department, and no hotel will engage an engineer without this license.

The order of promotion is regular and salaries in close accord with the union's schedule.

Order of Promotion	Time Required	Salaries
Coal Passer	One week	\$12 to \$18 week and
Fireman	Two years	meals
Oiler	Three years	\$25 week and meals
Watch Engineer	Depends upon man	\$24 to \$28 week and
Assistant Engineer	Depends upon man	meals
Engineer		\$8 a day and meals
		Vary

PART X.

THE KITCHEN DEPARTMENT

ANALYSIS OF OCCUPATIONS

and

**ADVANCE MATERIAL FOR THE
DEVELOPMENT OF TRAINING CENTERS
FOR CHEFS AND ASSISTANTS IN THE
KITCHEN DEPARTMENT IN
HOTELS AND RESTAURANTS**

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1. Introduction.
2. Payroll Jobs in the Kitchen.
3. Occupational Analysis of the following jobs in the Kitchen.

Chef,	Pastry Chef,
Second Cook,	Baker,
Roast Cook,	Butcher,
Fry Cook,	Vegetable Cook,
Roundsman,	Pot Washer,
Garde Manger,	Fireman.
4. Salaries.
5. Time required and Suggested Order of Promotion during Period of Training.

Introduction

The information in this part of the report was secured by the study of the kitchen department of six different hotels. These hotels include the commercial and apartment types, all of the European plan. Some of them feed only their permanent guests, while others depend upon transients, banquets and social functions.

The material was obtained by interview and observation. The time given to the survey was inadequate to make a thorough study. A whole month should be given to the study of one kitchen. The material therefore can only serve as a guide and basis for further study.

The payroll jobs existing in a modern kitchen depend upon the size and kind, the larger the hotel, the more the work is differentiated, and the personnel herein enumerated constitute the payroll jobs of a moderate size and kitchen in New York City hotels.

Payroll Jobs in Kitchen

1. Chef, Night Chef, Banquet Chef.
2. Second Cook and Assistants.
3. Roast Cook and Assistants.
4. Round Cook and Assistants.
5. Fry Cook and Assistants.
6. Garde Manger and Assistants.
7. Carver.
8. Pastry Chef and Assistants.
9. Baker and Assistants.
10. Butcher and Assistants.
11. Vegetable Cook and Assistants.
12. Pot Washers.
13. Firemen.

I. CHEF.

The kitchens that were surveyed for this part of the report were managed by two different kinds of chefs. The first, may be classed as a chef-steward,—one who has complete control of the kitchen, pantries, and ice-boxes. He makes out the bill of fare and purchases the supplies. He is hired directly by the Management and is not responsible to the steward. The second, is a supervising chef, one who controls the kitchen, as far as the preparation of food is concerned, but the marketing and purchasing of supplies, the pantries, iceboxes, and the bill of fare are in charge of the steward. In this case, the chef is responsible to the steward.

The powers delegated to a steward, chef or head waiter depend largely upon the employe's ability, and the service he renders to the hotel. In some hotels the steward has complete control. All "back of the house" employes are responsible to him. In others, the work may be so divided between the chef and head waiter that the steward holds a position of minor responsibility.

The supervising chef, who is responsible to the steward, is mainly considered in this report.

A. Kinds: Chef, night chef, banquet chef.

B. Promotion: Promoted from second cook to night chef, to banquet chef, to chef. If no night and banquet chef is appointed, the second cook is next to the chef.

C. Qualifications and Requirements:

1. Ten to twenty years' experience in different positions in a kitchen, and in different hotels.
2. Knowledge of the principles of elementary chemistry. This may be acquired by apprenticeship.
3. A student of food and of kitchen operating expenses.
4. Knowledge of elementary bookkeeping.
5. Common school education—know arithmetic.

VOCATIONAL EDUCATION IN THE HOTEL BUSINESS

6. English. In many hotels, French, German and Italian is required.
7. Know the different qualities of food, the game laws and the foods that are in season.
8. Know the market price of supplies at all times.
9. A man of good judgment and capable executive.
10. Clean, efficient, honest, economical.
11. Pride in work. A desire to please and serve.

D. Duties and Responsibilities:

1. Staff and personnel:

- a. Night chef.
- b. Banquet chef.
- c. Second cook and assistants.
- d. Round cook and assistants.
- e. Roast cook and assistants.
- f. Fry cook and assistants.
- g. Garde manger and assistants.
- h. Pastry chef and assistants.
- i. Baker and assistants.
- j. Butcher and assistants.
- k. Vegetable cook and assistants.
- l. Potwashers.
- m. Firemen.

2. Equipment and supplies:

- a. Food is ordered or requisitioned by chef and bought by steward.
- b. Utensils and other supplies are purchased the same way.
- c. Where a purchasing agent exists, the chef may notify him directly.
- d. Such supplies as are always kept in the store-room are bought by the steward when the stock is low and when needed in the kitchen are received by requisition.

3. Supervision of work and personnel:

- a. Supervises the preparation of food.
- b. Outlines the policy of the kitchen.
- c. Plans the meals.
- d. Engages the help.
- e. Disciplines and discharges.
- f. Prepares the bill of fare.
In preparing this, many things are considered: Kinds of patrons, food on hand, price of dish, equipment of kitchen, food in season, varieties and combination of food, etc.
- g. Order bill of fare printed.
- h. Order supplies from steward by requisition.
- i. Controls the iceboxes.
- j. Inspects the left-overs to determine their fitness for use.
- k. Responsible for cleanliness.
- l. Instructs assistants and green help. This may be done by second cook.
- m. Send a daily report to auditor and food controller.
- n. Charge of banquets and special occasions.

4. Inspection of kitchen:

As the health authorities of city and state require a certain degree of cleanliness, inspections are made regularly. The grading depends on the following inspections:

VOCATIONAL EDUCATION IN THE HOTEL BUSINESS

- a. Toilets: Cleanliness and ventilation, plumbing.
 - b. Utensils and devices: Repairs and cleanliness. Copper pans that are not properly tinned may cause food to become poisonous.
 - c. Employes: Clean garments, medical card.
 - d. Storage of food.
 - e. Iceboxes: Clean, good condition, drainage.
 - f. Garbage cans: Clean, closed.
 - g. Floors, walls, windows, tables clean and in good repair.
 - h. Kitchen free from insects and flies.
5. Co-operation:
- a. With Steward:
 1. Preparation of food.
 2. Methods of serving food.
 3. Checking food.
 4. Receiving food and supplies from store rooms.
 5. Delivering size of portions and price asked.
 6. Kinds of menu.
 7. Rectifying complaints regarding service or food.
 8. Kitchen equipment.
 9. Wages and number of employes.
 10. Operating expenses.
 11. Waste, shortage, breakage.
 12. Special requirement of patrons.
 13. Banquets.
 14. Buying supplies and materials.
 - b. Engineer:
 1. Repairs and inspection of mechanical devices.
 2. Plumbing.
 3. Inspection and repair of motors.
 4. Carpentry.
 - c. With Printer:
 1. For the desired type and size of bill of fare.
 - d. Head Waiter:
 1. Complaints of service and food.
 2. Preparation of food.
 3. Bill of fare.
 4. Special dishes.
 5. Banquet service.
 - e. Auditor:
 1. Making of reports.
6. Records:
- a. Food and supplies ordered.
 - b. Food and supplies received.
 - c. Cost of food and supplies.
 - d. Number of prepared dishes that can be made from a certain quantity of food.
 - e. Price charged.
 - f. Food used.
 - g. Shortage.
 - h. Number of complaints and kinds.
 - i. Portion sheet.
 - j. Market list.
 - k. Book of receipts.

II. SECOND COOK.

- A. Kinds: Second cook, assistant second cook.
- B. Promotion: Promoted from roundsman, or roast cook, or garde manger to second cook to chef.

C. Qualifications:

1. Eight to ten years' experience in cooking.
2. Economical—an eye for beauty and a desire to render service.
3. Know the essentials of a good soup, how it is made and how kept.
4. Know all sauces, how to blend and season them.
5. Know the making of entrees.

Note: It would take from three to four years to train a young ambitious man in this work.

D. Duties:

1. Prepares all soups—chicken, consomme, brown stock, cream, etc.
2. Prepares all sauces—white, brown, cream, etc.
3. Prepares all potted meats, as pot roasts and meats that come under the entree service.
4. All high-class and fancy dishes.
5. Serves the food he prepares.
6. Responsible for the finishing touches of all orders.
7. In administration he is next to the chef and during his absence does his work, assumes his responsibilities and controls the kitchen.

III. ROAST COOK (ROSSETIER).

- A. Kinds: Roast cook, serving roast cook, assistant roast cook, broilers, carvers.
- B. Promotion: Promoted from assistant butcher to assistant roast cook, to roast cook, to second cook.

C. Qualifications:

1. Five to eight years' experience in cooking.
2. Know the kind of fish in season.
3. Know the proper portion to be served and the proper platter to be used.

Note: It will take an ambitious young man three years to learn the work.

D. Duties:

1. This man roasts and broils all fish in season and all poultry, as chicken, turkey, geese, ducks, pigeons, game birds, etc.
2. He roasts and broils all beef, veal, mutton, lamb, pork, bacon, ham, etc. Steaks and chops of all kinds. Prepares gravy from roasts.
3. He serves all dishes he prepares.
4. In a hotel that does not employ a carver, he may carve the meat he prepares.
5. The assistant roast cook assists in serving and in cooking for the help. In the roast cook's absence, takes his place. One to two years' experience is necessary to become an assistant roast cook.

IV. FRY COOK (Entre Metier).

- A. Kinds: Fry cook, assistant fry cook.
- B. Promotion: Promoted from vegetable man, to assistant fry cook, to fry cook.

C. Equipment and Supplies:

1. Food to be fried in fat.
2. Pans and long forks.
3. Frying baskets and heavy kettle.
4. Uniform of cap and apron.

D. Qualifications:

1. Three to four years' experience to become a good fry cook.
2. Know material and utensils.

Note: In training an ambitious young man, two years is required.

E. Duties:

1. This man does all the frying, whether it be fish, meat or poultry. He prepares the eggs and omelets and fries the potatoes.
2. Serves all dishes he prepares.
3. Prepares breakfast.
 - a. Cooks and serves the cereals.
 - b. Prepares the meat and eggs.
 - c. Everything that enters the pan with grease.
 - d. Pancakes.
4. Co-operates closely with second cook.
5. The assistant fry cook cuts the vegetables, assists in serving and in preparing breakfast, etc.

V. ROUNDSMAN.

A. Kinds: Roundsman, assistant roundsman.

B. Promotion: Promoted from either fry or roast cook to assistant roundsman, to roundsman, to second cook.

C. Duties:

This employe has no definite work assigned to him. He is what his names implies, doing the "rounds" and takes the place of a regular absent cook. He must, therefore, be a fry cook, roast cook, or garde manger, as the occasion may demand. He is not as expert a cook as the regular one, but must know the work of all of them. To fill this position he must have served his apprenticeship in many capacities and is in direct line for the position of second cook.

VI. GARDE MANGER (Cold Meat Chef).

A. Kinds: Garde manger, assistant garde manger, service man, carver.

B. Promotion: Promoted from butcher or vegetable man to assistant garde manger to garde manger.

C. Qualifications:

1. Six to eight years' experience to learn trade.
2. Economy and honesty essential.
3. Know how to carve.
4. Use good judgment in the cutting of proper portions.
5. Know how to make dressings, salads, appetizers, etc.

Note: It will take from three to four years to train a man for the work of garde manger.

D. Duties:

1. Cuts and serves the cold meat.
2. Prepares the cold meats that are served with sauces and hands them to the second cook.
3. Makes all cold meat sandwiches. This is frequently done by one of the assistants.

4. Uses the left-overs of the other departments and where possible makes a dainty and palatable dish. It is usually done by means of salads and croquets.
5. Makes all salads in which meat enters as an ingredient, such as chicken and lobster, also cooked vegetable salads. Fancy salads are his specialty.
6. Makes all salad dressing, such as mayonnaise, Russian, French, etc.
7. Raw meats and fish are cut into proper sized portions by this man. These are held ready for order.
8. Prepares larding pork.
9. The preparation of hams and bacon and the breeding of meat may come in this department.
10. Prepares the appetizers or the first course in a course dinner, such as olives, caviar, sardines, etc.
11. Inspects the ice boxes in his department and is responsible for their cleanliness.
12. The Assistant Garde Manger assists in serving and making sandwiches, cutting portions, etc.
13. Co-operates constantly with the pantry and second cook.
14. Sometimes the pantry girls who make the fresh fruit and vegetable salads come under the supervision of this chef.

VII. PASTRY CHEF.

A. Kinds: Pastry chef, assistant pastry chef, second assistant pastry chef, helpers.

B. Promotion: Promoted from helpers to assistant pastry chef to pastry chef.

C. Qualifications:

1. Equivalent to a common school education.
2. Eight years' experience.
3. Economical, honest, clean, ambitious and pride in work.
4. Know the underlying principles of elementary chemistry. They may be acquired by apprenticeship.
5. Know the difference between good and poor flour, flavoring extracts, butter and oleomargarine, etc. Simple tests may be applied. For the process of baking understand the proper temperature of the ovens, know the best ingredients, their proper mixture, etc.
6. Be a good decorator and have an eye for beauty.

D. Duties:

1. Outlines the work of his assistants and the policy of his department. The greater the number of assistants, the more the work is specialized.
2. Makes and bakes all pies, fancy pastry and cakes and decorates the same. Makes the icing.
3. Prepares puddings, sauces, custards, jellies, ices and ice creams, etc.
4. Prepares the compotes as stewed prunes, rhubarb, peaches, pears, etc. This work is frequently delegated to an assistant.
5. Uses surplus fruit from the other departments frequently in the form of cakes and puddings.
6. Prepares the bill of fare, indicates the price to be charged and hands it to the chef or steward.
7. Serves the things he prepares. In doing so he determines the size of the portion or the number of cuts.

8. Checks and examines all supplies issued to him. He keeps a record of everything that leaves the department.

VIII. ASSISTANT PASTRY CHEFS.

- A. The assistant chefs perform the same duties as above outlined for pastry chef, under the pastry chef's direction. They do most of the rough work, such as beating eggs, working the dough, cleaning and preparing the fruit, firing the ovens, cleaning the utensils, etc.
- B. They assist in serving, assort the pastry on the tray, make waffles, griddle cakes, cook fruit, make puddings, etc.
- C. One of the assistant pastry chefs has charge of the ice cream.
 1. Prepares mixture and puts it in the can.
 2. Cracks or chops the ice and packs it in box.
 3. Freezes the cream and removes cream to serving room.
 4. Serves cream. Proper portion must be known.

IX. BAKER.

- A. Kinds: Baker, assistant baker, helper.
- B. Promotion: Promoted from helper, to assistant baker, to baker, to pastry room.
- C. Qualifications:
 1. Five years' experience as an assistant.
 2. Clean and economical.
 3. Knowledge of supplies used, kinds of flour, yeast, mixing machines, types of ovens.
- D. Supplies and equipment:
 1. Baking ovens, proffing ovens, bread mixer, dough troughs, benches, trays, pans, trucks, tables, etc.
- E. Duties:
 1. Responsible for and supervises the making of the bread, rolls and muffins.
 2. Regulates the fire to obtain the proper temperature.
 3. Makes the dough.
 4. Keeps a record of supplies received and rolls and bread issued.
 5. An assistant starts the fire, works the dough, and cleans the tables, dishes, pots, pans, floor. He carries supplies from store room and bread to warming ovens. An assistant should have a few years' experience.

X. BUTCHER.

- A. Kinds: Head butcher, assistant butcher, poultry butcher, fish butcher, scullion or helper.
- B. Promotion: Promoted from helper or vegetable man to assistant butcher to head butcher.
- C. Qualifications:
 1. Cleanliness, honesty and economy are essential.
 2. From four to eight years' experience is necessary to learn this trade.
 3. Should know how to keep his own records, cut meat to the best advantage, pickle meat, cut meat in proper portions, and know something of the anatomy of a carcass.

D. Duties:

1. Checks and places in the ice boxes all meats as they come from the steward's department. This is done in a definite order so that the various kinds can be located quickly.
2. He cuts the meat into proper portions for the use of other departments.
3. He has charge of all the poultry and fish, cleans, cuts and dresses them, and sends them to the department ordering the same. He sometimes opens oysters.
4. He keeps the refrigerators filled with sufficient meat. If his stock of meat is low, he notifies steward.
5. In some hotels he does all the carving. In others the carving is done in the department using the meat.
6. He bones, prepares and ties meats for roasting and broiling.
7. Responsible for all fats and bones from the meats during trimming. Records of fats and bones are necessary to determine profits.
8. Responsible for the cleanliness of tables, floors, blocks, and meat boxes. His stock of meats and equipment should be in a good condition.
9. Has charge of keys to butcher shop and meat refrigerators. Responsible for the amount of meat charged to him. He, therefore, keeps a record of everything that goes in and out of the shop.
10. In the absence of the head butcher, the assistant butcher has charge. He is particularly responsible for cleaning of the tables, floor, and utensils used and the cleaning and preparing of fish and poultry. Little experience is necessary to start the work as assistant butcher.

XI. VEGETABLE COOK.

- A. Kinds: Vegetable cook, assistant vegetable cook or vegetable cleaner.
- B. Promotion: Promoted from vegetable cleaner or assistant vegetable cook, to vegetable cook, to head vegetable cook, or fry cook.
- C. Qualifications:
1. Six months' experience necessary.
 2. Understand the food value of vegetables.
 3. Cleanliness and economy.

Note: Not much attention has previously been given to vegetable cooking, but a general feeling exists that more time, greater importance, better qualifications should be demanded.

D. Duties:

1. Cleans, prepares, and cooks fresh vegetables.
2. Some vegetables are prepared for other cooks.
3. Cooks cereals.
4. Serves the food he prepares.
5. Usually responsible to the fry cook, as he prepares most of the vegetables the fry cook uses.
6. The vegetable cleaners (men or women) assist the vegetable cook and performs the rough work, as washing and peeling of potatoes, cleaning of spinach, iceboxes, and parts of the kitchen and tables.

XII. POT WASHER.

- A. Promotion: Promoted from potwasher to vegetable cleaner or dishwasher; to assist fry cook.
- B. Qualifications: Green help is employed. A young ambitious man preferred. It will take a few months for him to learn his duties.
- D. Duties:
 1. Washes the pots and pans and puts them back in place ready for the cooks. Cleans steam table, steam kettles and other utensils.
 2. Cleans the gas ranges and shines them up.
 3. Sweeps and scrubs the floor of kitchen, cleans tables.
 4. Does general cleaning and repair work.

XIII. FIREMAN.

- A. Qualifications: Should know how to make a fire, care for it and bank it. Little experience necessary.
- B. Duties.

This man takes care of the coal fire in the ranges. Gas however, has displaced coal to such an extent that the position of fireman exists only in few places.

 1. Makes and cares for the fire.
 2. Cleans the stoves, polishes them.
 3. Strains the soups, prepares meat for consomme, grinds up dry bread and crackers, chops parsley, etc., for the second cook.
 4. Is a "handy man" around place and performs odd jobs.

Salaries

Pot Washers	\$40.00 to \$50.00 a month and meals
Vegetable Cleaners	40.00 to 50.00 a month and meals
Helpers	40.00 to 50.00 a month and meals
Oyster Man	50.00 a month and meals
Baker	70.00 a month and meals
Butcher	80.00 a month and meals
Garde Manger	80.00 a month and meals
Vegetable Cook	80.00 a month and meals
Roundsman	80.00 a month and meals
Fry Cook	80.00 a month and meals
Roast Cook	100.00 to \$150.00 a month and meal
Pastry Cook	100.00 to 150.00 a month and meal
Second Cook	100.00 to 150.00 a month and meal
Chef	150.00 to 200.00 a month and meal

Assistants are paid according to the degree of proficiency. Chefs of five thousand dollars a year are not included.

Order of Promotion

In interviewing chefs, concerning the possibility of training men to become cooks, a wide difference of opinion existed. Many thought well of the idea if the men served a regular period of apprenticeship in the kitchen. Some felt the need for training cooks did not exist, while others thought Americans were too independent and looked with disfavor upon the job of a cook.

The time of training indicated under the regular payroll jobs was the length of apprenticeship necessary to become an expert in the job specified. To cover the whole kitchen in this way would take from twenty to twenty-five years to become chef. The chef is not required to be an expert broiler or butcher. He, however, must know all the work in the kitchen in a general way. This and similar questions were put to the chefs.

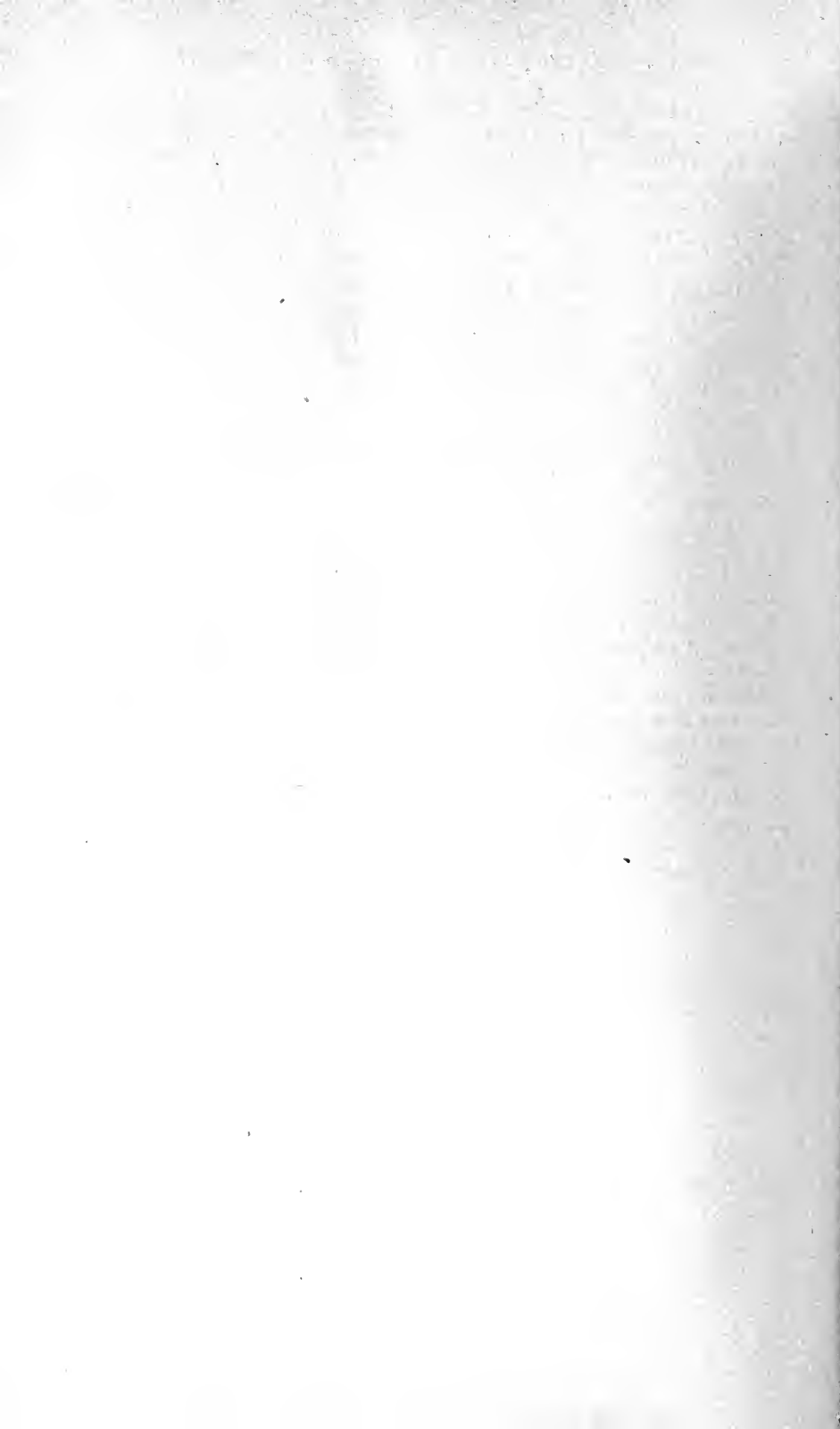
"If you were to take a young ambitious man into training to become a second cook or chef, a man with the necessary fundamental education, what age would you prefer him to be, what would be your order of promotion, and how long would you keep him on each job?"

The answer to this and similar questions is indicated below:

ORDER OF PROMOTION AND TIME REQUIRED:

Vegetable Cleaner and Potato Peeler.....	three months
Pot Washer	three months
Fireman, (if any)	three months
Assistant to Baker	three months
Assistant to Butcher	three months
Assistant to Garde Manger.....	three months
Assistant to Fry Cook.....	three months
Assistant to Roast Cook.....	three months
Assistant to Second Cook.....	three months
Regular Fry Cook	six months
Regular Roast Cook.....	six months
Regular Second Cook	six months
Chef	six months

Note: For a young ambitious man, the time of apprenticeship might be reduced to a minimum of three years. Experience in different hotels is necessary.



PART XI.

THE DINING ROOM DEPARTMENT

**ANALYSIS OF OCCUPATIONS AND ADVANCE MATERIAL
FOR THE DEVELOPMENT OF TRAINING CENTERS
FOR DINING ROOM EMPLOYEES IN HOTELS
AND RESTAURANTS**

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- I. Introduction.
- II. Pay Roll Jobs.
- III. Order of Promotion.
- IV. Relative Salaries.
- V. Time Required.
- VI. Responsibilities of Head Waiter.
- VII. Analysis of each Payroll Job.

I Introduction.

- A. The information contained in this part of the report was obtained from the study of the dining rooms of seven different hotels and one restaurant. The hotels include the commercial and apartment types, large and small ones, hotels that contain fourteen hundred rooms and others than contain only four hundred rooms, hotels which feed only their permanent guests, while others specialize on transients, banquets, and social functions. A great similarity has been found in the payroll jobs as to qualifications, duties, responsibilities, order of promotion, etc. This is not true in the stewards' departments.

II. Payroll Jobs.

- A. Head Waiter or Maitre d' Hotel.
- B. Department Head Waiter.
- C. Cashier.
- D. Dining Room Captain.
- E. Room Captain or Superintendent of Room Service.
- F. Lieutenants.
- G. Dining Room Waiter.
- H. Room Waiter.
- I. Officer's Waiter.
- J. Buss Boy.

III. Order of Promotion.

- A. Buss Boy.
- B. Officer's Waiter.
- C. Waiter.
- D. Captain.
- E. Head Waiter.

IV. Relative Salaries.

- A. Buss Boy\$ 40.00 a month and meals
- B. Officer's
Waiter..... 40.00 a month and meals
- C. Waiter 45.00 to \$ 50.00 a month and meals.
- D. Captain 60.00 to 80.00 a month and meals
- E. Head Waiter. 100.00 to 150.00 a month and meals

V. Time Required.

- A. Buss Boysix months
- B. Officer's Waitersix months
- C. Room Waitersix months
- D. Dining Room Waiterone to two years
- E. Captaina few years
- F. Head Waiter.

VI. RESPONSIBILITIES OF HEAD WAITER.

A. Equipment and Supplies.

1. Proper care and use.
2. Secures supplies on requisition.

Tables, table linen, etc., are secured from the management. Salt, shakers, sauces, mustard, oil, vinegar, water bottles, etc., are secured from the steward.

B. Supervision and Service.

1. Supervision.

- a. Banquet Service.
- b. Room Service.
- c. Dining Room Service.

2. Service.

- a. Record of time cards.
- b. Complaints and corrections concerning food, service and behavior.
- c. Number of employes.
- d. Appearance of employes.
- e. Salaries paid to employes.
- f. Pleasing of guests.
- g. Courtesy and satisfaction.
- h. Cleanliness of the dining room.
- i. Cleanliness of the dining tables, also of pantry and glass room, if these come in this department.
- j. Proper inspection of dining rooms and equipment.
- k. Decorations in banquet rooms and dining rooms.
- l. Conducting the department in an economical way.
- m. Honesty to guest and proper charge of food. No overcharge.
- n. Granting of sick leave.
- o. Assignment of checks to waiters.
- p. Breakage.
- q. Daily report to the auditor of the number of checks issued and the money received. Every check must be accounted for.
- r. Minor repairs on napkins, table cloths and table tops.

C. Cooperation.

1. Chef.

- a. Complaints—Proper preparation, time required for preparation, quality of food, kind of food, size of portion.
- b. Bill of fare.
- c. Preparation of food.
- d. Conduct of waiters in kitchen.

2. Management.
 - a. Service and satisfaction.
 - b. Equipment such as chairs, tables, table linen, etc.
3. Steward.
 - a. Supplies needed.
 - b. Head waiter is frequently directly responsible to the steward for all service.
 - c. Prices on bill of fare.
 - d. Banquet service.
 - e. Complaints as to food, price and service.
4. Auditor.
 - a. Makes a daily report to the auditor concerning the day's receipts.
5. House Detective.
 - a. Tracing of stolen silverware.
6. Laundry.
 - a. Checking and counting of napkins, table cloths and table tops.
7. Engineering.
 - a. Repairs on chairs, tables, electric fixtures, etc.

D. Training.

1. Courtesy.
2. How food is served.
3. Serving of new dishes.
4. Proper dress.
5. Special banquet service.

VII. ANALYSIS OF EACH PAYROLL JOB.

A. HEAD WAITER.

1. Promotion: Promoted from captain or a department head waiter.
2. Qualifications and requirements:
 - a. Broad general knowledge.
 - b. Speak English. In some hotels French and German is required.
 - c. Six to ten years' experience in the dining room.
 - d. Experience in different capacities in the dining room.
 - e. Ability to instruct his assistants and win their loyalty and respect.
 - f. Tact and good judgment.
 - g. Honest and dependable.
 - h. Know how each dish is prepared and the time required to prepare it.
 - i. Know how to serve, especially for large parties or banquets.
 - j. Knows how to adjust complaints, and do so diplomatically.

3. Duties:

- a. Supervision and personnel:
 - 1. Hires and discharges help.
 - 2. Assigns their work.
 - 3. O. K.'s time cards for payroll purposes.
 - 4. Keeps a time book of all waiters, the number of checks issued to each waiter, and the check numbers.
 - 5. Instructs captains and assigns duties.
 - 6. Grants sick leave.
 - 7. Corrects complaints as to food or service.
 - 8. Periodically inspects captains, waiters and buss boys as to cleanliness and proper dress.
 - 9. Constantly supervises all the work of the captains and waiters.
 - 10. Inspects the dining rooms.
- b. Records:
 - 1. Keeps a time book of all employees.
 - 2. Keeps a record of all complaints.
 - 3. Records in a memorandum book mistakes made by employes and discusses these mistakes at their weekly meetings.
- c. Instructions:
 - 1. Frequent meetings are held to instruct waiters and captains as to proper service and the details of their work, such as mistakes, proper dress, and serving new dishes.

B. CAPTAIN.

- 1. Promotion:
 - a. Promoted from a waiter.
 - b. Promoted to a department head waiter in charge of a dining room, or a head waiter.
- 2. Qualifications and requirements:
 - a. Speak English. Other languages frequently come in very handy.
 - b. Six to ten years' experience as a waiter in different hotels.
 - c. Know how to carve and how to serve.
 - d. Know how the different dishes are prepared.
 - e. Know the time it takes to prepare the dishes.
 - f. Frequently guests come into the dining room and say they are not feeling well. The captain should therefore be able to suggest dishes that are easily digested. Dishes that do not mix well should not be suggested, such as crab meat and ice cream. He should also be able to suggest foods that should be eaten together.
- 3. Duties:
 - a. Opens the door of the dining room and receives the guest. This is frequently done by the department head waiter, if such a man is employed.
 - b. Places the guests at the table, selecting the proper table according to the wants of the guests. Discretion and quick judgment must be exercised here. Through proper suggestion, guests that are known to be fussy are placed at a table where a good waiter is stationed, or

well-dressed guests are placed near the door in prominent places, while a single guest is placed at a station where the poorest waiter is located. On the other hand, a party of two or more is placed at a table where a good waiter is stationed. The rotation of waiters is also frequently used as a criterion to seat the guest.

- c. Assists the ladies in sitting down and helps to remove their wraps.
- d. Takes the guests' order and hands it to the waiter.
- e. Assigns waiters to stations—poor waiters are assigned to stations where the service is not so exacting.
- f. Directs the work of the waiters in his station so that the service will run smoothly and quickly at all times.
- g. Satisfies the guests.
- h. Instructs waiters as to their duties.
- i. Cleanliness in the dining room is constantly watched by the captains.
- j. Adjusts complaints where possible, or reports them to the head waiter.
- k. Sometimes assists the waiters in cleaning off the tables and arranges them for the next guest.
- l. Responsible for the proper supply of ice water, napkins, butter, silverware, etc., in the dining room.

C. WAITER.

1. Promotion:
 - a. Promoted from buss boy.
 - b. Promoted to captain.
2. Qualifications and requirements:
 - a. Three years' experience.
 - b. Speak English.
 - c. Know the kind of silverware to be used according to dish ordered.
 - d. Know how to serve a guest and in what order the service comes, for frequently a guest orders an entree before he orders his soup or fruit.
 - e. Know the prices on the bill of fare.
 - f. Know the items on the bill of fare, so that he can tell immediately whether a dish mentioned is on the bill of fare or not. He must know the kind of sauces.
 - g. Know how long it takes to prepare a "time" dish; i.e., if a guest asks how long it takes to prepare an English mutton chop, he will not say ten minutes when it actually takes from thirty to forty minutes.
 - h. Know the kinds of food that are always served together; with certain fish certain relishes are served, or with different poultry different kinds of fillings are served.
 - i. Ability to suggest proper food in case the guest says he is not feeling well.
 - j. In a course dinner, the waiter must know the rotation of course.

- k. Some dishes can only be served hot. These must be known, such as pancakes, Welsh rare-bit, etc.
- l. Tact and skill are necessary. His service must please the guest or such service is not wanted. Carelessness is not tolerated.
- m. Neatness is required; clean suit, clean collar, clean shirt, shaved clean, finger nails manicured, etc.
- n. Honesty is essential.
- 3. Duties:
 - a. Regular.
 - 1. Punches the time clock when he enters and when he leaves.
 - 2. Obtains checks from cashiers. Checks are issued to them for each meal.
 - 3. Serves the guest. In the absence of the captain, the waiter also takes the order. Puts the items of the order on the check. Orders the food in the kitchen. This is sometimes done by the captain or an employe in the kitchen who announces all dishes. Gets the food in the kitchen and checks it out. Hands the check to the cashier for addition.
 - 4. Sets up the table, putting on the table covers, table cloths, table tops and napkins. The waiter is responsible for the clean table. A clean table top is put down for each new guest.
 - 5. When guests are finished, the waiter pulls the chair away and assists the ladies with their wraps.
 - b. Extra duties.
 - 1. Takes care of the salt and pepper shakers. Cleans and fills them.
 - 2. Another waiter takes care of the oil and vinegar.
 - 3. Another, of the mustard, putting the mustard in a clean dish every day.
 - 4. Another, of the sauces—cleans and fills these bottles.
 - 5. Another, of the water bottles. No stale water is permitted to remain over night.
 - 6. Another, the crackers and horse radish.
 - 7. Another, the sugar bowls.
 - 8. Another, the match stands, etc., etc.

D. ROOM CAPTAIN.

- 1. Qualifications:
 - a. Same as dining room captain.
- 2. Duties:
 - a. Same as dining room captain. He takes the order over the telephone, assigns waiters to certain rooms. This assignment is done in rotation. He rectifies complaints, etc.

E. ROOM WAITER

- 1. Qualifications: Same as Dining Room Waiter.
- 2. Duties:
 - a. Serves breakfast to guests in their rooms; other duties the same.

- b. He obtains the order from the captain.
- c. After the food is ready, he puts everything on the tray together with silverware, salt and pepper, ice water, napkins, etc.
- d. If no table is in the room, he takes a folding table with him.
- e. After the guest is finished, he removes the dishes to the dining room and pantry.

F. OFFICER'S WAITER (IN GUEST DINING ROOM).

- 1. Promotion:
 - a. Promoted from buss boy.
 - b. Promoted to room waiter or dining room waiter.
- 2. Qualifications: Same as a regular waiter.
- 3. Duties:
 - a. This man takes the order and serves the officers of the hotel. This service is not so exacting as the dining room service.

G. BUSS BOY.

- 1. Promotion:
 - a. Green help is employed.
 - b. Promoted to Officer's waiter.
- 2. Qualifications and requirements:
 - a. Neat, quick and alert boy.
 - b. No experience necessary, green help is employed and taught.
 - c. Know where to place silverware on the table. In some hotels, great stress is put on the placing of silverware.
 - d. Know the kind of silverware used, and what each article is used for.
 - e. Know how to handle and carry out a tray-full of dishes.
- 3. Duties:
 - a. Assists the waiter.
 - b. Sets up the table, putting on the table ice water and proper silverware according to the order of the guest. In some hotels he is required to supply the guest with napkins.
 - c. Carries out the dirty dishes from the service table to the dish pantry. An experienced buss boy may also be permitted to take the used dishes from the guests' table.
 - d. Sometimes assists the waiter in bringing food from the kitchen.
 - e. Assists in putting clean linen on the table.
 - f. Responsible for ice water. Takes the chopped ice from the ice box, washes the ice with sterilized water, and puts the ice on the service tables.
 - g. Responsible for the proper number of knives, forks, spoons, and napkins that are kept on the service table.
 - h. All ordinary cleaning, such as dusting chairs, table legs, mirrors, service tables, and furniture in the dining room. No scrubbing.
 - i. If food is accidentally spilled on the floor, he does the quick cleaning.
 - j. May assist in cleaning silverware.
 - k. Performs errands for waiters and captains.

H. CASHIER.

1. Qualifications:

A woman with a common school education, who is honest, with some knowledge of bookkeeping.

2. Duties:

- a. Issues checks to waiters. This is done for each meal.
- b. Keeps a record of the number given and the check numbers.
- c. After each meal, collects the checks not used by the waiter.
- d. Makes the addition on checks. This is done to avoid mistakes and prevents cheating.
- e. Receives the cash and checks from the waiter.
- f. Makes a daily report to the auditor and head waiter of the number of checks issued, checks used, checks returned, charge checks, and the amount of cash taken in.
- g. Examines time cards of buss boys, waiters, and captains.

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